

Jenkins, Wanda

From: Davis, Amber F
Sent: Thursday, December 02, 2010 3:35 PM
To: Edward Stringham
Subject: Koch Grant
Attachments: [Untitled].pdf

Dr. Stringham,

Please find the completed Charles G. Koch grant form attached.

Since the Hackley Endowed Chair budget is not set up to accept donations of any kind, Dr. Tavakoli has agreed to let you use his budget as a means of receiving any potential money awarded - for this purpose as well as any other.

Amber Davis
Fayetteville State University
School of Business and Economics
Administrative Secretary
(910)672-1593
asmith35@uncfsu.edu



December 1, 2010

Mr. Derek E. Johnson
Charles G. Koch Charitable Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Mr. Johnson,

On behalf of Fayetteville State University, the Hackley Endowed Chair of the School of Business and Economics respectfully requests a grant in the amount of \$4,500 to be used for the following activities during academic year 2010-11.

- Guest Speaker Program for \$4,500.

The proposed activities will take place between November 9, 2010 and May 1, 2011.

The above program, which will be under the control and supervision of the University, will be carried out by Professor Edward Stringham, who was selected by the University.

Should a grant be awarded by the Charles G. Koch Charitable Foundation, a check made payable to Fayetteville State University should be sent to:

SBE – Dean's Unrestricted Budget (201209-5302-14191-A101)
1200 Murchison Rd.
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for a charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

If you have any questions about the above-mentioned grant request, please do not hesitate to contact me.

A. A. Tavakoli, Ph.D.
Dean, School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267

Enclosures



The University of North Carolina

OFFICE OF THE PRESIDENT

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

RUSS LEA, *Vice President for Research and Sponsored Programs*

Telephone: (919) 962-4623 Fax: (919) 843-4942 E-Mail: rlea@northcarolina.edu

Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
School of
the Arts

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

An Equal Opportunity/
Affirmative Action
Employer

September 27, 2001

TO WHOM IT MAY CONCERN:

SUBJECT: UNC Federal Tax Exempt Status

The records of the Internal Revenue Service are reported to us as reflecting the award on June 21, 1929, of federal tax-exempt status to "the University of North Carolina" under section 103(6) of the Revenue Act of 1928. Section 103(6) of that Act had been carried forward as Section 501(c) (3) of the Internal Revenue Code of 1954.

The University of North Carolina was created by act of the General Assembly on December 11, 1789. On that date the General Assembly, with reference to "the indispensable duty of every Legislature to consult the happiness of a rising generation, and endeavor to fit them for an honorable discharge of the social duties of life, by paying the strictest attention to their education...", created as a "body politic and corporate" the "Board of Trustees of the University of North Carolina." Pursuant to Chapter 1244, Section 1, 1971 Session Laws of North Carolina (codified as G.S.116-3), the "University of North Carolina" continues as a "body corporate and politic" with a Board of Governors by act of the North Carolina General Assembly.

Sincerely,

Russ Lea

RL:sms

Jenkins, Wanda

From: SIFE Donor Information <SIFEDonorInformation@sife.org>
Sent: Tuesday, January 15, 2008 10:51 AM
To: SIFEJobs
Subject: SIFE Donor Message from Charles G. Koch Charitable Foundation

Dear SIFE Faculty Advisor:

As a new semester begins and students start planning for life after graduation, we want to let them know about the **Koch Associate Program**, a unique career opportunity in Washington, DC. The deadline is quickly approaching, so please forward this information along to your students and SIFE alumni.

The **2008-09 Koch Associate Program** is a year-long, paid program designed to develop promising leaders and entrepreneurs interested in liberty and the non-profit arena. Associates range in experience level from recent graduates to those with up to a decade of work experience, and come from diverse fields and academic majors.

Below is information on the Program. You can also learn more about the Program, as well as the Koch Internship Program and the Koch Foundation at www.cgkfoundation.org.

Thanks for taking the time to pass along this information!



Developing the Next Generation of Non-Profit Leaders and Entrepreneurs

The Koch Associate Program offers a unique opportunity for promising leaders and entrepreneurs interested in liberty. During the year-long program, Associates develop the knowledge, skills, and experience necessary for careers with market-oriented think tanks, policy institutes, and other non-profit organizations. Associates are based in Washington, D.C. and spend four days each week at non-profit organizations working in full-time positions and one day each week at the Charles G. Koch Charitable Foundation immersed in a Market-Based Management® (MBM®) curriculum. Associates learn how to apply MBM principles to non-profit organizations to make them more efficient and effective.

Associates work on significant assignments within non-profit organizations while learning and applying Market-Based Management, a management philosophy that enables an organization to succeed long term by applying the principles that cause a free society to prosper.

The non-profit assignments cover fascinating fields such as:

- Policy research
- Donor Relations
- Leadership and talent development
- Marketing
- Non-profit operations
- Grassroots education

Associates range in experience level from recent graduates to those with a decade of work experience. They come from private sector, government, graduate school, military, and non-profit backgrounds, bringing a variety of perspectives to the program. This blend of participants, combined with the MBM curriculum and the diverse experiences the Associates have in their non-profit assignments, creates a unique learning opportunity unparalleled in other development programs.

The Koch Associate Program is highly competitive and selects only the most promising candidates. The Foundation looks for the following attributes in a potential Associate:

- Zero to ten years of work experience
- Leadership ability/entrepreneurial spirit
- Strong interest in a non-profit sector career
- Humility, integrity, and a self-starter attitude
- Commitment to liberty
- Solid academic record
- Minimum of a bachelor's degree

The Koch Associate Program is a full-time program. Associates receive a competitive wage and benefits package commensurate with experience. We are an equal opportunity employer. M/F/D/V

For more information or to apply for the 2008-09 Koch Associate Program, please visit www.cgkfoundation.org.



655 15th Street, NW, Suite 825 Washington, DC 20005 Phone: 202-393-2354 www.cgkfoundation.org

This communication has been sent by a SIFE Board Company. SIFE World Headquarters supplies your email address to SIFE Board Companies to communicate program/fund-raising opportunities. Participating in or responding to this communication is not required by SIFE World Headquarters. It will not impact your team's status in SIFE nor will it positively or negatively impact your team's performance at any of the SIFE competitive events. Please send an email to sifeteams@sife.org if you wish to prevent further communications from SIFE Board Companies.

SIFE encourages you to think about the environment before printing this e-mail.

NOTE: The information contained in this e-mail, including any attachments, may contain proprietary, privileged and confidential information. If you are not the intended recipient, you are hereby notified that any reading, use or dissemination of this message is strictly prohibited. If you have received this message in error, please immediately notify us by telephone +1 417-831-9505 and delete this message from your system. Even though this e-mail and any attachments are believed to be free of any virus or other defect that might affect any computer system into which it is received and opened, it is the responsibility of the recipient to ensure that it is virus free, and no responsibility is accepted by Students In Free Enterprise for any loss or damage arising in any way from its use.

Jenkins, Wanda

From: SIFE Donor Information <SIFEDonorInformation@sife.org>
Sent: Tuesday, February 19, 2008 12:17 PM
To: SIFEJobs
Subject: SIFE Partner Message from Charles G. Koch Charitable Foundation

Dear SIFE Faculty Advisors:

We want to let you know about a unique career opportunity for your students – the **Koch Associate Program**. Please take a minute to pass this information along to them.

Washington, DC Job Opportunity for Students

The **2008-09 Koch Associate Program** is a year-long, paid program designed to develop promising leaders and entrepreneurs interested in liberty and the non-profit arena. Associates range in experience level from recent graduates to those with up to a decade of work experience, and come from diverse fields and academic majors. More information about the program is included below. You can also learn about the Koch Internship Program and the Koch Foundation at www.cgkfoundation.org.

Non-Profit assignments are distributed on a rolling basis so the sooner students apply the better!



WASHINGTON, DC JOB OPPORTUNITY

DEVELOPING NON-PROFIT LEADERS AND ENTREPRENEUR

“The Koch Associate Program is an unparalleled experience! It has introduced me to an innovative management philosophy and taught me the real world skills necessary for a successful career in the non-profit sector.”


The Koch Associate Program offers a unique opportunity for promising leaders and entrepreneurs interested in liberal arts and business. During the year-long program, Associates develop the knowledge, skills and experience necessary for careers with market-oriented think tanks, policy institutes, and other non-profit organizations. Associates are based in Washington, D.C. and spend four days each week at non-profit organizations working in full-time positions and one day each week at the Charles G. Koch Charitable Foundation immersed in a Market-Based Management® (MBM®) curriculum. Associates learn how to apply MBM principles to non-profit organizations to make them more efficient and effective.

THE NON-PROFIT ASSIGNMENTS COVER FASCINATING FIELDS SUCH

- Policy research
- Marketing
- Donor relations
- Non-profit operations
- Leadership and talent development

Associates range in experience level from recent graduates to those with a decade of work experience. The Koch Associate Program is highly competitive and selects only the most promising candidates. Associates receive a competitive wage and benefits package commensurate with experience. We are an equal opportunity employer. M/F/D/V

APPLICATION DEADLINE: APRIL 1, 2008



For more information or to apply for the 2008-09 Koch Associate Program, please visit www.cgcfoundation.org

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Attention!!!

Business Majors

Do you want a Paid Internship ?

Fall 2008 and Spring 2009

With the

Charles G. Koch

Foundation

Washington, DC

**All Business Majors interested in applying for this
program must contact a career counselor in**

Fayetteville State University

Career Services Center

Suite 230, School of Business and Economics

910-672-1205

Deadline: June 1, 2008

Jenkins, Wanda

From: Camps, David
Sent: Wednesday, March 02, 2011 10:18 AM
To: Stringham, Edward; Affleck, Arthur
Cc: Hyman, Kimberlee; Tavakoli, Assad; Mercer, Malika; Olion, LaDelle
Subject: FW: Proposal from Dr. Edward Stringham to CGK Foundation
Attachments: stringhamCGKproposal.pdf

Importance: High

Dr. Stringham, Mr. Affleck,

As you can see below from Ms. Hyman's email that this office was not aware of your submission until the CGK Foundation contacted our office for additional information. After reviewing your documentation, there are several questions that will probably need to be answered to determine if this should in fact come through this office or through the Office of Institutional advancement, Mr. Affleck.

1. Was this a competitive grant?
2. Did the foundation have a solicitation or an RFP that FSU was responding to?
3. The letter that was sent to Mr. Derek Johnson, CGK Foundation, stated that this grant would be under the control and supervision of the university and that Dr. Stringham was the person that the university selected. All of that information would be fine, but this office has no documentation that you (Dr. Stringham) was selected and by whom. This information is important for audit purposes for the university.
4. If this proposal is suppose to go through Institutional Advancement than they should also have a record that these funds are coming to the university. My guess is after looking through your paper work and the additional information that CGK Foundation is asking for this should be going through Mr. Affleck's office.

The CGK Foundation informed me that the Dean, Dr. Tavakoli has been talking with them. The foundation is looking for a letter from the state call a Letter of Public Instrumendation. They informed me that this letter need to be signed by someone from the State office.

Mr. Affleck maybe your office is aware of this letter.

Mr. David C. Camps, Sr., Director
Sponsored Research and Programs
1200 Murchison Road
Fayetteville, NC 28301
dcamps@uncfsu.edu
www.uncfsu.edu/research
Work: (910) 672-1644, Fax: (910) 672-2110

From: Hyman, Kimberlee
Sent: Tuesday, March 01, 2011 9:25 PM
To: Stringham, Edward
Cc: Tavakoli, Assad; Camps, David; Mercer, Malika
Subject: FW: Proposal from Dr. Edward Stringham to CGK Foundation
Importance: High

Dr. Stringham:

I hope this email finds you doing well. We received the attached internal paperwork regarding your "grant submission" to an external agency. however, our office has no record of a notification of your intent to submit a proposal on behalf of the University.

At your earliest convenience, could you please contact me (x1569) so that our office can assist you in obtaining the necessary internal forms that would have proceeded your submission.

Thank you for the attached communication. Our office looks forward to speaking with you on Wednesday to obtain the aforementioned forms.

Kimberlee Hyman
Research Compliance Officer/Grant Specialist/IRB Administrator
Fayetteville State University
Sponsored Research and Programs
Nursing Education and Research Center, Rm 317
Fayetteville, NC 28301
Phone: 910-672-1569
Fax: 910-672-2110
www.uncfsu.edu/research

From: Dudley, Shenetta
Sent: Tuesday, March 01, 2011 5:20 PM
To: Camps, David; Hyman, Kimberlee; Hodges, Dwane
Subject: Proposal from Dr. Edward Stringham to CGK Foundation

Attached is the proposal we received in our office on today.

Shenetta Dudley
Fayetteville State University
Sponsored Research and Programs
Pre-Awards Administrator
910-672-1570
sdudley@uncfsu.edu



*Office of the Lloyd V. Hackley Endowed Chair for
Capitalism and Free Enterprise Studies*

Attn: Mr. Camps
Extension: 1644/2110
Department: Sponsored Research and Research
From: *WJN* Malika Mercer, on behalf of Dr. Edward Stringham
Extension: 1593/2065
Date: 2/28/11
Re: CGK Foundation grant request

Mr. Camps,

Per a conversation with Dr. Stringham today, please find attached copies of the documentation that was sent to the Charles G. Koch Charitable Foundation requesting a grant in the amount of \$4500 for the Guest Speaker Program.

According to Dr. Stringham, while he had several conversations with individuals at CGK, this is the extent of a written proposal given to them.

Please feel free to contact Dr. Stringham at extension 1897, or via email at estringham@uncgtsu.edu, should there be any further questions/concerns regarding this matter.

Thank you.



December 1, 2010

Mr. Derck E. Johnson
Charles G. Koch Charitable Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Mr. Johnson,

On behalf of Fayetteville State University, the Hackley Endowed Chair of the School of Business and Economics respectfully requests a grant in the amount of \$4,500 to be used for the following activities during academic year 2010-11.

- Guest Speaker Program for \$4,500.

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Fayetteville, NC 28301

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If you have any questions about the above-mentioned grant request, please do not hesitate to contact me.

A handwritten signature in cursive script, appearing to read "A. A. Tavakoli".

A. A. Tavakoli, Ph.D.
Dean, School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267

Enclosures

Jenkins, Wanda

From: Mayle-Hill, Mabel
Sent: Wednesday, May 25, 2011 8:39 AM
To: Tavakoli, Assad
Cc: Bailey, Mary
Subject: FW: Check
Attachments: [Untitled].pdf

Dr. Tavakoli,

Per your request, attached is a copy of the check & transmittal for Charles G. Koch.

Mabel Mayle-Hill
Administrative Support Associate
Dean's Office
School of Business & Economics
Fayetteville State University
1200 Murchison Rd.
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 (Fax)
mhill@uncfsu.edu

-----Original Message-----

From: MHILL@UNCFSU.EDU [<mailto:mhill@uncfsu.edu>]
Sent: Wednesday, May 25, 2011 8:22 AM
To: Mayle-Hill, Mabel
Subject: Check

Please open the attached document. This document was digitally sent to you using an HP Digital Sending device.

Cash FayettevilleStateUn
Fayetteville State University
Bursar's Cashiering Area 001
1112203-1 05/02/2011 464
Mon May02,2011 11:24 AM

Name: CHARLES G. KOCH CHARITABLE FOUNDAT

FMISC - MISC - FINANCIAL \$7,000.00
Tran Nbr: 111220301 0028 0042

Financial Account Info:
C F-F18131-5302 -14191 -900 -MSCC -C
SBE DEAN'S FUND
Item Amount: \$7,000.00

1 ITEM(S): TOTAL: \$7,000.00

Check (Chk# 010291) \$7,000.00
Total Received: \$7,000.00

Have a nice day!

*****CUSTOMER COPY*****

CHARLES G. KOCH CHARITABLE FOUNDATION
ACCOUNTING OFFICE
P.O. BOX 2256
WICHITA, KS 67201-2256
(316) 828-5552

INTRUST BANK, NA
WICHITA, KS 67201
40-2/1011

10291

CHECK DATE CHECK NO.
4/14/2011

Seven thousand and 00/100 Dollars

CHECK AMOUNT

\$** 7,000.00

PAY

TO THE
ORDER
OF

Fayetteville State University
1200 Murchison Rd., SBE Suite 230
Fayetteville, NC 28301-4298



AUTHORIZED SIGNATURE

MP

⑈010291⑈ ⑆101100029⑆

04 7328 6⑈

Details on Back

Security Included Features

Jenkins, Wanda

From: Stringham, Edward
Sent: Sunday, March 27, 2011 6:22 PM
To: edward.stringham@gmail.com
Subject: FW: Chris Gardner
Attachments: KOC- Offer Confirmation Memo.doc

From: Tavakoli, Assad
Sent: Sunday, March 27, 2011 6:18:54 PM
To: Dickens, Emily
Cc: Stringham, Edward
Subject: FW: Chris Gardner
Auto forwarded by a Rule

Dr. Stringham will be the SBE point of contact for this event. Please make sure that the attached form is completed ASAP.
Thank you.
AT

From: Edward Stringham [edward.stringham@gmail.com]
Sent: Sunday, March 27, 2011 5:55 PM
To: Tavakoli, Assad
Subject: Chris Gardner

Dear Assad,

That's great news!

Since they deals with things like that including his booking agents, Keppler Speakers, shall I forward to the attached confirmation memo to Emily Dickens or who shall I talk to about getting the form filled out?

Thanks,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

----- Forwarded message -----

From: **Stringham, Edward** <estringh@uncfsu.edu>
Date: Wed, Mar 23, 2011 at 11:47 PM

Subject: FW: Chris Gardner

To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

From: Tavakoli, Assad

Sent: Wednesday, March 23, 2011 6:47:38 PM

To: Stringham, Edward

Subject: Chris Gardner

Auto forwarded by a Rule

Chancellor Anderson has agreed to invite Chris Gardner as part of The Chancellor's Speaker Series and BB&T endowment program. We will split the cost!

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

From: Dickens, Emily

Sent: Wednesday, March 23, 2011 5:07 PM

To: Tavakoli, Assad

Subject: RE: Chris Gardner

I have and he is in agreement. I need to have discussion with Mr. Botley and Dr. Conway now.

----- Forwarded message -----

From: **Edward Stringham** <edward.stringham@gmail.com>
Date: Fri, Mar 11, 2011 at 11:33 PM
Subject: Chris Gardner
To: "Tavakoli, Assad" <atavakoli@uncfsu.edu>
Cc: mmercercer <mmercercer@uncfsu.edu>

Dear Dr. Tavakoli,

Some potentially exciting news. I am hoping that we can get Chris Gardner for our First Banker of the Year Award. I hope to give this award at toward the beginning of the Fall 2011 semester. This will give us enough time to get the word out to everyone. My plan is to have the talk on campus so all of our students can attend and then have a \$100 per plate dinner off campus for anyone else interested.

Between the funds I will have saved from \$30,000 budget for the years 2010-2011, the upcoming funds from my \$30,000 budget for the years 2011-2012, and the funds I will likely raise from the Koch Foundation, I should be able to cover his speaking fee no problem (his agent says will do it for \$25,000 which is actually a big discount from what he usually charges). They will be asking us to sign a letter of intent and then they will be sending us a legally binding contract if Mr. Gardner agrees to the specifics. Can you tell me who would be signing the attached memo and who would be signing the contract? If I am the appropriate person, I can sign everything, but I wanted to check and obviously I would want to make sure all of the funds will indeed be in the account so we are able to pay him. Can you recommend how I proceed?

Thanks so much. This will be a very good event.

Regards,

Prof. Edward Peter Stringham
Hackley Endowed Chair for Capitalism and Free Enterprise Studies
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

----- Forwarded message -----

From: **Dustin L. Jones** <djones@kepplerspeakers.com>
Date: Fri, Mar 11, 2011 at 4:57 PM
Subject: RE: Chris Gardner
To: Edward Stringham <edward.stringham@gmail.com>

Ed, this is great news! What I need next is the attached form reviewed, completed, signed, and either faxed or emailed back to me so I can then review with Chris.

After receipt, it usually takes me 2/3 business days to get feedback from Chris.

If you have questions, call or email. Look forward to getting the firm invite and making this happen for Fayetteville State!

Dustin L. Jones

Vice President, College & University Division

Keppler Speakers

4350 N. Fairfax Dr. Suite 700

Arlington, VA 22203

703.516.4000 main / 703.516.4819 fax

Real People. Real Stories.

www.keplerspeakers.com

Follow me on [Facebook](#) / [Twitter](#) / [LinkedIn](#)

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Sunday, March 27, 2011 6:19 PM
To: Dickens, Emily
Cc: Stringham, Edward
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School of Business and Economics
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Office: 910-672-1837
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A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

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School of Business and Economics
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Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

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To: Edward Stringham <edward.stringham@gmail.com>

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Dustin L. Jones

Vice President, College & University Division

Keppler Speakers

4350 N. Fairfax Dr. Suite 700

Arlington, VA 22203

703.516.4000 main / 703.516.4819 fax

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Jenkins, Wanda

From: Edward Stringham <edward.stringham@gmail.com>
Sent: Sunday, March 27, 2011 5:56 PM
To: Tavakoli, Assad
Subject: Chris Gardner
Attachments: KOC- Offer Confirmation Memo.doc

Dear Assad,

That's great news!

Since they deals with things like that including his booking agents, Keppler Speakers, shall I forward to the attached confirmation memo to Emily Dickens or who shall I talk to about getting the form filled out?

Thanks,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

----- Forwarded message -----

From: **Stringham, Edward** <estringh@uncfsu.edu>
Date: Wed, Mar 23, 2011 at 11:47 PM
Subject: FW: Chris Gardner
To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

From: Tavakoli, Assad
Sent: Wednesday, March 23, 2011 6:47:38 PM
To: Stringham, Edward
Subject: Chris Gardner
Auto forwarded by a Rule

Chancellor Anderson has agreed to invite Chris Gardner as part of The Chancellor's Speaker Series and BB&T endowment program. We will split the cost!

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

From: Dickens, Emily
Sent: Wednesday, March 23, 2011 5:07 PM
To: Tavakoli, Assad
Subject: RE: Chris Gardner

I have and he is in agreement. I need to have discussion with Mr. Botley and Dr. Conway now.

----- Forwarded message -----

From: **Edward Stringham** <edward.stringham@gmail.com>
Date: Fri, Mar 11, 2011 at 11:33 PM
Subject: Chris Gardner
To: "Tavakoli, Assad" <atavakoli@uncfsu.edu>
Cc: mmercercer <mmercercer@uncfsu.edu>

Dear Dr. Tavakoli,

Some potentially exciting news. I am hoping that we can get Chris Gardner for our First Banker of the Year Award. I hope to give this award at toward the beginning of the Fall 2011 semester. This will give us enough time to get the word out to everyone. My plan is to have the talk on campus so all of our students can attend and then have a \$100 per plate dinner off campus for anyone else interested.

Between the funds I will have saved from \$30,000 budget for the years 2010-2011, the upcoming funds from my \$30,000 budget for the years 2011-2012, and the funds I will likely raise from the Koch Foundation, I

should be able to cover his speaking fee no problem (his agent says will do it for \$25,000 which is actually a big discount from what he usually charges). They will be asking us to sign a letter of intent and then they will be sending us a legally binding contract if Mr. Gardner agrees to the specifics. Can you tell me who would be signing the attached memo and who would be signing the contract? If I am the appropriate person, I can sign everything, but I wanted to check and obviously I would want to make sure all of the funds will indeed be in the account so we are able to pay him. Can you recommend how I proceed?

Thanks so much. This will be a very good event.

Regards,

Prof. Edward Peter Stringham
Hackley Endowed Chair for Capitalism and Free Enterprise Studies
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

----- Forwarded message -----

From: **Dustin L. Jones** <djones@kepplerspeakers.com>
Date: Fri, Mar 11, 2011 at 4:57 PM
Subject: RE: Chris Gardner
To: Edward Stringham <edward.stringham@gmail.com>

Ed, this is great news! What I need next is the attached form reviewed, completed, signed, and either faxed or emailed back to me so I can then review with Chris.

After receipt, it usually takes me 2/3 business days to get feedback from Chris.

If you have questions, call or email. Look forward to getting the firm invite and making this happen for Fayetteville State!

Dustin L. Jones

Vice President, College & University Division

Keppler Speakers

4350 N. Fairfax Dr. Suite 700

Arlington, VA 22203

703.516.4000 main / 703.516.4819 fax

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Jenkins, Wanda

From: Sweet, Stephen <Stephen.Sweet@charleskochinstitute.org>
Sent: Wednesday, January 25, 2012 5:00 PM
To: Stringham, Edward
Subject: Brand New: Opportunities Pamphlet
Attachments: Opportunities for Students.pdf

Prof. Stringham,

I want to share a great new resource with you; the Charles Koch Institute recently created a pamphlet listing various opportunities for your students including internships, jobs, seminars, and other resources. I'm attaching a PDF version to this email – please feel free to send this to your students or post on a bulletin board. If you'd like us to send you physical copies in the mail, we're happy to do so.

Interested students can connect with me directly regarding any of these opportunities by quickly filling out [this form](http://www.tfaforms.com/230571).
(<http://www.tfaforms.com/230571>)

Best,

Steve

STEPHEN SWEET

Program Coordinator, Recruiting
Charles Koch Institute
PH: 202.215.7491
charleskochinstitute.org

Want to advance economic freedom?

Check out these:

Internships • jobs • web resources • seminars • organizations



Internships

American Legislative Exchange Council

Take on substantive projects and learn about state policy.

alec.org

Cato Institute

Assist policy and professional staff as well as take part in regular seminars on politics, economics, law and philosophy.

cato.org/jobs/intern

Competitive Enterprise Institute

Learn and promote the ideas of liberty by being paired with a member of CEI's policy, development, media or administrative staff.

cei.org/internships

The Heritage Foundation

Paid internship with Heritage experts on foreign and domestic policy issues while attending seminars and networking.

heritage.org

Koch Internship Program

Three-month paid professional education and training program for those interested in advancing economic freedom.

kochinternshipprogram.org

Institute for Humane Studies

Charles G. Koch Summer Fellows Program

Public-policy internship at an focused on state, federal or single-issue policies.

Includes two seminars, a stipend and housing assistance.

Journalism Internship Program

Internships in print, broadcast, new media and investigative journalism.

theihs.org/internship-programs

The Leadership Institute

Receive training and host conservative leaders at weekly dinners and receive personal mentoring from supervisors. A stipend is provided for participants.

leadershipinstitute.org

Reason Magazine

Report, write and assist with research and proofreading at Reason. A 10-week internship with a stipend for participants.

reason.com/intern-at-reason

Jobs

Koch Associate Program

Year-long professional education and training program with full-time employment for those interested in advancing economic freedom.

kochassociateprogram.org

Liberty@Work™

Web-based, ten-month professional education and training program with full-time employment at state-based non-profits.

libertyatwork.org

americasfuture.jobthread.com

Network of conservative and libertarian leaders providing a national job board.

conservativejobs.com

Helps to find jobs in public policy, government, the news media, business or on Capitol Hill.

heritage.org/about/job-bank

Includes a twice weekly jobs list, weekly events list and monthly job seeker seminars.

libertyguide.com

Career and intellectual resources for those interested in advancing the ideas of liberty.

Web Resources

Atlas Network

Programs and services to connect intellectual entrepreneurs to the tools, training, resources and allies they need to succeed.

atlasnetwork.org

Cato on Campus

Collection of links featuring top bloggers with perspectives on advancing liberty.

catooncampus.org/tag/show/623.html

Economic Freedom Project

Dedicated to promoting a better understanding of the relationship between prosperity and economic freedom as vital to the progress of society.

economicfreedom.org

The Federalist Society

A group of law students and lawyers interested in the state of the legal order. For those in law school and concerned with law and public policy studies.

fed-soc.org

Foundation for Economic Education

Provides an archive of texts on the ideas of liberty.

fee.org/library

Kosmos Online

Career advice and intellectual content for liberty advancing academics. Includes jobs, opportunities, and advice for choosing the right graduate school.

kosmosonline.org

Learn Liberty

Learn the ideas of free society using videos and content explaining principles of economics, philosophy, history, political science and law

learnliberty.org

The Online Library of Liberty

Provides readings on the ideas of liberty.

oll.libertyfund.org/index.php



This information was compiled by the Charles Koch Institute.

Seminars

Foundation for Economic Education

Seminars with full scholarships to participants for housing, meals, tuition and class materials.

fee.org/seminars

Mises University

Six-day summer seminars offering full scholarships for all those accepted.

mises.org/events/110

Institute for Humane Studies

Seminars about freedom, politics, and society. Throughout the summer at multiple locations.

theihs.org/seminars-conferences

State Policy Network

Made up of free market think tanks to limit government and advance market-friendly public policy at state and local levels.

spn.org/events

Organizations

Americans for Prosperity

Committed to educating citizens about economic policy and mobilizing those citizens as advocates in the public policy process.

americansforprosperity.org

America's Future Foundation

Identifies and develops professional leaders for liberty with events, *Doublethink* magazine, a career center and nationwide chapters.

americasfuture.org

Cato on Campus

Offers three contests during the academic year to allow students to research the ideas and spread the message of liberty.

catooncampus.org/studentcontestmain

Liberty on the Rocks

Organization supporting networking and educational opportunities for the promotion of the ideals of freedom.

libertyontherocks.org

Students for Liberty

Holds events, garners recognition and creates a vibrant forum for freedom on college campuses. Also offers alumni opportunities to be engaged in the student liberty movement.

studentsforliberty.org

**Interested in these opportunities? Have questions? Contact:
Stephen.Sweet@charleskochinstitute.org**

Jenkins, Wanda

From: Ila, Daryush
Sent: Monday, January 30, 2012 11:02 AM
To: Thomas Green (E)
Cc: David Garnett; Tavakoli, Assad
Subject: FSU Business School Ranked 143 among all Business schools in USA
Attachments: Daryush ILA2.vcf

Did you know:

FSU Business School Ranked 143 among all Business schools in USA

Fayetteville State University Ranks 143 among Top U.S. Business Schools in SSRN Research Ranking
Tuesday, June 14, 2011
By Public Relations

The Social Science Research Network (SSRN) lists the School of Business and Economics at Fayetteville State University at 143 among its ranking of top U.S. Business Schools.

SSRN is devoted to the rapid worldwide dissemination of social science research and ranks schools "in an attempt to measure the scholarly impact of the authors currently affiliated with the organizations." The SSRN rankings are based on the total number of faculty papers and citations downloaded, with the main ranking determined by the number of papers downloaded within the past year.

For the ranking released May 2011, Fayetteville State University ranks 143 and is among the top five in the state of North Carolina: Duke (14), UNC at Chapel Hill (18), NC State (84), and UNC at Greensboro (146).

FSU Chancellor James Anderson stated, "This ranking reflects the scholarly expertise and commitment of the faculty in the School of Business and Economics. FSU business students and graduates are trained by some of the best. I also feel a sense of personal validation because FSU's ranking has surpassed that of my beloved alma mater, Villanova University (156). For decades Villanova has served as my benchmark for high quality undergraduate education."

Dr. Edward Stringham's role has been significant in increasing the university's current ranking. "I am honored to have contributed to the School of Business and Economics' higher ranking. We are incredibly appreciative of the support and investment in our program from the BB&T and Koch Foundations, and I am looking forward to seeing this upward trajectory continue," he stated.

FSU articles were included in the SSRN top ten download lists in many of their categories including: Public Choice & Political Economy eJournals, Political Institutions eJournals, English Law: Public Law, Law & Economics: Private Law, and Public Choice: Analysis of Collective Decision-Making eJournal.

For more information, contact Ms. Malika Mercer, at (910) 672-1593, or visit the SSRN website<http://www.ssrn.com/institutes/top_institutions_transfer_files/top_institutions_transfer_files.html>.

This entry was posted on Tuesday, June 14th, 2011 at 12:01 pm and is filed under Latest News<http://wpblog.uncfsu.edu/fsu_news/category/latest-news/>, Press Releases<http://wpblog.uncfsu.edu/fsu_news/category/press-releases/>.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Thursday, October 11, 2012 6:38 PM
To: CONWAY, THOMAS E. H.
Subject: FW: Food for conference speakers
Attachments: ConferenceOverview.docx

Thomas,

I am just checking to ensure that you have received the following email that Ed Stringham resent earlier this afternoon.

Thanks,

Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

From: Edward Stringham [<mailto:edward.stringham@gmail.com>]
Sent: Thursday, October 11, 2012 5:54 PM
To: Tavakoli, Assad; CONWAY, THOMAS E. H.
Subject: Fwd: Food for conference speakers

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: 910-672-1837
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

----- Forwarded message -----

From: **Edward Stringham** <edward.stringham@gmail.com>
Date: Wed, Oct 10, 2012 at 11:05 PM
Subject: Food for conference speakers
To: TCONWAY@uncfsu.edu

Dear Dr. Conway,

It was good seeing you today. I was glad to hear you surprised that Jolene said I cannot buy meals for conference speakers unless I can show here where the endowment agreement mentions food.

I am attaching a copy of the conference overview, which lists the planned events involving food.

Here are the details for making our case. My main account is the Hackley account (which the Dean tells me is funded by proceeds from a Spangler funded endowment) with roughly \$60,000 in unspent funds that I would like to use (I estimate food for the conference to be around \$2,000). There are also two BB&T capitalism and free enterprise accounts (the proceeds account [of which I don't know the current balance], and another with \$18,000 for use to buy books [and perhaps other things that I am not aware about]). Spangler agreements say funds are to be used to support the endowed professorship "e.g., a salary supplement for the holder, travel and research expenses associated with his or her professional responsibilities" (that wording "e.g." certainly does not prohibit or limit buying food) and the BB&T proposal explicitly mentions food and refreshments numerous times. The conference will have about 15 attendees from universities and major foundations including Yale, Columbia, UVA, the Koch Foundation, the Pope Foundation, and others, and, as you can guess, I would not want them to come here and think negatively of the university for not being fed for two days.

Let me know if you would like me to send anything else. Thanks so much for your help!

Regards,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Office: [910-672-1837](tel:910-672-1837)
www.ssrn.com/author=685664
www.uncfsu.edu/sbe/HackleyChair

Conference on what would an ideal program in entrepreneurship look like?



Organized by
The L.V. Hackley Endowment for the Study of Capitalism and Free Enterprise
School of Business and Economics, Fayetteville State University

We are pleased that you will be participating in this conference October 18-19, 2012. Please be on campus by 2:30pm or earlier if you prefer. The schedule, logistics, and readings are listed below.

Thursday October 18, 2012

1:30-2:30pm: Optional Reception and Lunch
School of Business & Economics, Room 207 (Directions are below)

We will have a shuttle leaving from the Hilton Garden Inn at 1:10pm and 2:10 pm to get you to campus by 1:20pm or 2:20pm.

2:30-4:00pm Session 1: Why teach entrepreneurship?

4:15-5:30pm Session 2: Are there any \$20 bills on the sidewalk?

After Session 2, a shuttle will be available to take you to the Hilton Garden Inn departing campus at 5:35 pm (10 minute drive) and at 6:20pm it will take you from the Hilton Garden Inn to the restaurant. Otherwise people are welcome to stay on campus and get shuttled directly from Fayetteville State University to the restaurant departing at 6:00pm.

6:30pm Dinner at Hill Top House Restaurant
1240 Fort Bragg Road, Fayetteville, NC 28305

Friday October 19, 2012

8:00-9:00am Optional breakfast

A shuttle will depart from the Hilton Garden Inn at 8:00am and 8:40am

9:00-10:30am Session 3: What goals should entrepreneurs pursue?

10:45-12:00pm Session 4: What would an ideal program in entrepreneurship look like?

12:00pm Lunch at Circa 1800 Restaurant (108 Person Street Fayetteville, NC 28301)
and adjourn

Logistics

Out of town participants will have rooms reserved at the Hilton Garden Inn, 4025 Sycamore Dairy Road, Fayetteville, NC, 28303 for Thursday night (if travel logistics require an extra night please let us know and I will contact the hotel). If you are flying into Fayetteville, please email Mr. Dalan Mooring DMORRING@broncos.uncfsu.edu when you will be arriving and we may be able to meet you at the airport, and shuttle you to your hotel or directly to the campus. Otherwise please take a taxi to the hotel or campus depending on when you arrive. (The airport has plenty of taxis but if necessary you can call DK Taxi at 910 797 3010 or DM Transportation 910-868-9067.)

We will have a shuttle from the Hilton Garden Inn to the campus departing at 1:10pm and 2:10pm.

If you are driving to campus or taking a taxi the address is 1200 Murchison Road and the main entrance takes you onto W.T. Brown Drive. After you cross the train tracks, W.T. Brown Drive angles to the left and comes to an end when it meets Administration Drive. Visitor parking is labeled to your right and part of the parking lot on your left and the School of Business and Economics is one of the three buildings ahead of you [walk straight through Parking Lot B ahead of you and the School of Business and Economics is next to the Library]. If you plan to park your car on campus you will need to spend a few minutes to get a free parking permit from campus police [from W.T. Brown Drive take a left and go a few hundred yards]. Visit the following link for a map of campus including WTB Visitor Parking Lot and the School of Business and Economics <http://forms.uncfsu.edu/departments/ITTS/GoogleMap/student-parking.cfm>

Readings

Here are the readings that total a bit less than 150 pages. Please either:

(1) Email me [edward.stringham@gmail.com] your physical address and I can print and mail a copy of the readings for you, or

(2) Download the 10 PDF files and print them from your office using this publicly viewable link:

<https://www.dropbox.com/sh/vvl2a4vc63j183n/IXg5cyO7V4>

Session 1: Why teach entrepreneurship?

- 1a. Mariotti, Steve. 2012. "Why Every School in America Should Teach Entrepreneurship" *Time Magazine*, June 1. (2 pages)
- 1b. Wasserman, Noam and Victor Hwang. 2012. "Can Entrepreneurship Be Taught?" *Wall Street Journal*, March 20. (6 pages)
- 1c. Finkle, T.A. (2012). "Trends in the field of entrepreneurship from 1989-2011." *Journal of Entrepreneurship Education*, forthcoming. (15 pages)

Session 2: Are there any \$20 bills on the sidewalk?

- 2a. Koppl, Roger. 2003. "Gains from trade between Austrian economics and entrepreneurial studies." *Advances in Austrian Economics*, 6: 1-7 (7 pages)
- 2b. Koppl, Roger and Maria Minniti. 2003. "Market processes and entrepreneurial studies." In *Handbook of Entrepreneurship Research*, edited by Z.J. Acas and D.B. Audretsch, pp. 81-102. Dordrecht, Netherlands: Kluwer. (20 pages)
- 2c. Kirzner, Israel. 1997. "Entrepreneurial Discovery and the Competitive Market Process: An Austrian Approach," *Journal of Economic Literature* 35(1): 60-85. (25 pages)

Session 3: What goals should entrepreneurs pursue?

- 3a. Baumol, William. 1990. "Entrepreneurship: Productive, Unproductive and Destructive." *Journal of Political Economy* 98(5): 893-921. (30 pages)
- 3b. Mackey, John, Milton Friedman and T.J. Rodgers. 2005. "Rethinking the Social Responsibility of Business" *Reason Magazine*, Oct. 1, 2005. (14 pages)

Session 4: What would an ideal program in entrepreneurship look like?

- 4a. Klein, Peter G. and J. Bruce Bullock (2006) "Can Entrepreneurship Be Taught?" *Journal of Agricultural and Applied Economics* 38 (2): 429-39. (10 pages)
- 4b. Brush, Candida et al. 2003. "Doctoral Education in the Field of Entrepreneurship." *Journal of Management* 29: 309-331. (16 pages)

If you have any questions feel free to contact Edward Stringham at edward.stringham@gmail.com or 408-644-5223

Jenkins, Wanda

From: Davis, Harriet
Sent: Wednesday, October 17, 2012 10:35 AM
To: Bentley, Treva
Cc: Davis, Harriet
Subject: Charles Koch Charitable Foundation Visit
Attachments: Charles Koch Charitable Foundation Visit.doc

The Charles Koch Charitable Foundation

- The Charles Koch Foundation believes that economic freedom drives prosperity and, the study of it is vital to the continued progress of society.
- Primarily support research and higher education programs that analyze the impact of free societies, particularly how they advance the well-being of mankind.
- **Goal in supporting colleges and universities is twofold;**
 - **To promote a better understanding of the link between free societies and prosperity**
 - **To provide additional resources to expand students' educational opportunities and career development.**
- The Foundation also supports two of the Charles Koch Institute's professional education programs: the Koch Associate Program and the Koch Internship Program administered by the Charles Koch Institute.
- To date, the Foundation has **granted nearly 200 initiatives at colleges and universities across the country.**

Meeting participants:

Dr. James Anderson, Chancellor

Vice Chancellor for Institutional Advancement Getchel Caldwell

Mr. Adam Kissel, Program Director, Charles Koch Charitable Foundation

Dr. Edward P. Stringham, Endowed Chair & Professor of Economics, L.V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies

Dr. Assad Tavakoli, Dean, School of Business and Economics

The meeting should be viewed by the FSU team as an opportunity to determine where the community of interest might lie between the Koch Foundation and Fayetteville State University's School of Business and Economics. Relating to the community of interest, the message from Charles Koch Charitable Foundation's point of view is that the road to a partnership is one that has leveraged investments. It appears that Charles Koch Charitable Foundation views a partnership as an intersection of a charitable contribution to promote a better understanding of the link between free societies and prosperity and to provide resources to expand student educational opportunities and career development with a strong emphasis on entrepreneurialship.

Support for the establishment of the Fayetteville State University entrepreneurial PhD program in the School of Business and Economics is of paramount interest in addition to support connected to graduate school fellowships over a period of five years. In regards, to leveraged investments, on the table is an opportunity to hire renowned research faculty someone at the level of an endowed professorship or endowed chair.

Jenkins, Wanda

From: Caldwell, Getchel
Sent: Wednesday, October 17, 2012 5:42 PM
To: Anderson, James
Cc: Zomerfeld, Ann
Subject: FW: Charles Koch Charitable Foundation Visit
Attachments: Koch Foundation guidefinal2013.pdf; About Charles G Koch.doc; Charles Koch Charitable Foundation Visit.doc

Chancellor:

Please see attachments for our meeting in the morning with the representative from the Charles Koch Charitable Foundation. There are three documents for your briefing.

GC

From: Bentley, Treva
Sent: Wednesday, October 17, 2012 10:36 AM
To: Caldwell, Getchel
Cc: Getchel Caldwell
Subject: FW: Charles Koch Charitable Foundation Visit

From: Davis, Harriet
Sent: Wednesday, October 17, 2012 10:35 AM
To: Bentley, Treva
Cc: Davis, Harriet
Subject: Charles Koch Charitable Foundation Visit



KØCH
Foundation Inc.

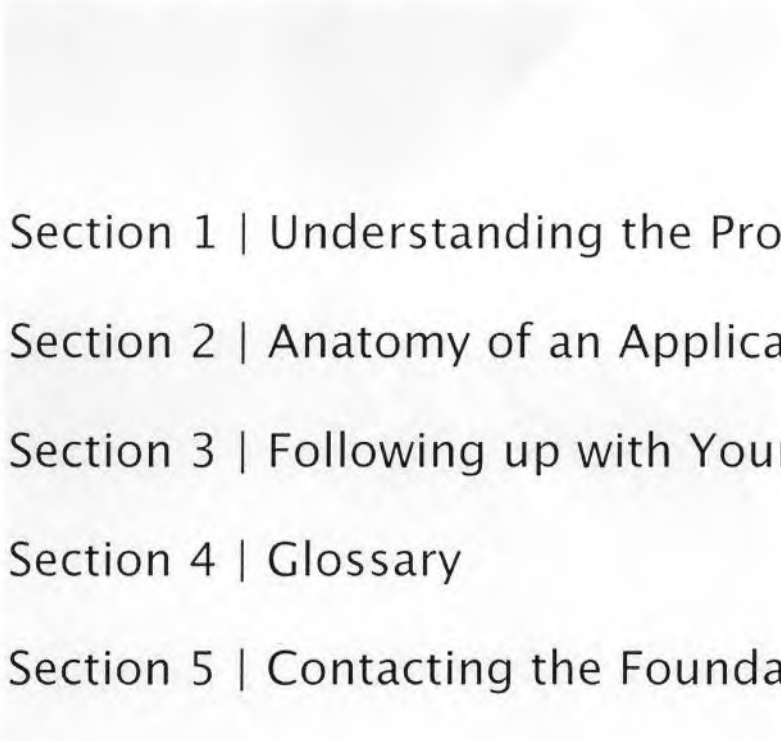
Grants Process Guide
Start to Finish Steps
For Your Success

Thank you for your interest in the Koch Foundation Inc. This guide is designed to assist our applicants in understanding the application process – how long it takes and what is required – so that you are aware of your project's place in that process, and so that you can put together the best possible content for submission.

A good application can be evaluated both on the merits of the work to be done and whether or not the paperwork has been completed correctly. For this reason it is of vital importance that we receive accurate and appropriately labeled information from our applicants. This information, the content of your application, is what allows us to assess not only the need but also the feasibility of a project. It is this content that we must show to our auditors and the IRS. If the information is incomplete or is provided improperly then our ability to continue to fund worthy projects is jeopardized.

Accuracy is not the only virtue of a successful application. Brevity in both descriptions and explanations is also essential. While the emotional backstory of a project is important, and indeed this type of impact is what we hope to facilitate with our funding, it can detract from the project itself, causing the reader to focus on the past circumstances rather than the present need. Providing clear, concise answers to the questions on the application is the best method to insure a successful submission.

Table of Contents




Section 1 | Understanding the Process

Section 2 | Anatomy of an Application

Section 3 | Following up with Your Application

Section 4 | Glossary

Section 5 | Contacting the Foundation



Section 1 | Understanding the Process

To the uninitiated the application process can seem like a quagmire, a bottomless pit of difficult and sometimes confusing paperwork that appears to have little relationship to your needs for the project. Though it may feel this way at first, be assured that all the documents we require are both relevant and necessary for completing the grant process.

With that in mind, let's begin by explaining the purpose of each document:

Letter of Request – This is our first contact with your organization and our introduction to your project. It is also the first step in our process. Submitted at the beginning of each calendar year the information provided in a letter of request allows us to determine whether or not a project falls within our funding guidelines, and so whether or not an application will be sent. There are three important points that should be covered in the letter of request. The first is the nature of your organization. Be sure to state plainly that your organization is a Catholic not-for-profit. If the organization has a relationship with a Religious Congregation (*explanation provided under the section on page 3*) or is directly responsible to the diocese, it is a good idea to mention this relationship in the letter of request. The second crucial point is to describe the project for which you are requesting an application, as clearly and concisely as possible. Is the construction of your new chapel about to begin the second phase? Then by all means provide a brief explanation of what will happen in the second phase. Thirdly, you must state how much your project will cost in total and how much you are asking from us, in USD.

Grant Application – This is the main body of the process, both for you the applicant and our staff, for it is by the application that a project is judged for funding. For this reason, we require specific data in equally specific formats. This data not only illustrates the need of the project, but also the impact of the project. An explanation of how this works will be provided further on in the guide

Associated Documentation – The various support documents that enhance the application. We use these documents and the information they contain to determine how the project will be supported, either financially, spiritually or both, by the broader community.

Fiscal Agent Letter – A letter from a representative of a US-based organization listed in the Official Catholic Directory that is willing to receive grant funds on your behalf. Your Fiscal Agent must know you personally, or be personally known to someone in your Congregation or Diocese, and must be willing to vouch for the authenticity of your project should any questions arise.

Proof of ownership – A deed of sale or a lease agreement, this is only required for construction projects, and helps to ensure that we do not provide funds to a project that will not be able to move forward due to legal reasons.

Land Use Permit – In countries where government approval is required for construction, or where the local municipal government requires permits for renovations, you will be asked to provide some proof that you have this approval.

US Official Catholic Directory – For organizations in the United States only, this is undeniable evidence of your organization’s good standing within the Catholic Church.

IRS Determination Letter – For organizations in the United States only, this two page letter from the IRS is proof that your organization is recognized by the Federal Government as a not-for-profit and therefore any donations are tax deductible.

Letters of Support – Depending on the organization applying and the type of project, the number of these support letters may vary, however the weight they carry does not. It is through these letters, written by individuals holding prominent positions within the Church hierarchy that we come to know how the project is perceived by the Church. We also learn how the project operates within the context of the local community, how it represents the mission of a Diocese, Vicariate Apostolic or Order, and how it will be supported by that community. A project that is out of step with the community is unlikely to receive a favorable review.

Section 2 | Anatomy of an Application

Here we will analyze the form, page by page, explaining the questions and desired responses, and providing tips on completing each section of the application.



K&CH
FOUNDATION INC.
Columbiana, Florida 32606
www.kandchfoundation.org

Application Checklist

All submitted applications **MUST** be completed in English. Please initial each blank to ensure the application is complete.

- A detailed, itemized project budget in English and U.S. Dollars for the proposed project.
- All domestic projects must include the signature **and** a letter of support in English an official interlocal from the current Bishop, Vicar, or Apostolic Administration of the diocese where the project will be implemented. (The application and letter must be signed by the same individual.)
- Projects administered and financially supported solely by a congregation must include a signature **and** letter of support or official interlocal from the congregational superior. Ministers of religious orders should supply the exact address, telephone number and email address of their superiors or governors.

U.S. Applicants must also include:

- A photocopy of the page listing the applying organization as it appears in the U.S. Official Catholic Directory.
- A photocopy of the ruling or determination letter from the Internal Revenue Service concerning the applicant's tax exempt status.

International Applicants must also include:

- A copy of a letter of agreement or official interlocal from an organization within the U.S. that has offered to act as fiscal agent. The fiscal agent must be a U.S. organization listed in the U.S. Official Catholic Directory. David@kandch.org for more information.

Please complete:

Name of Applying Organization _____

Printed Name of Contact Person _____

Email address of contact person (please provide a working email which will be used if clarification is needed on the application) _____

Date _____

**All Applications Must Be Returned Within 90 Days of the Date on the Cover Letter.
Incomplete Applications Will Not Be Processed.**

Expert Tip:
Compile all the documentation
you need ahead of time to
ensure that you submit a
complete application.

The Application Checklist provides you with a list of all the documents you need to complete your application submission. If you have requested a paper application form, the Checklist will be attached to your application. Online applicants can download a printable copy of the Checklist here:

Returning the Checklist is not required, however it is recommended as it allows us to know immediately if the application being submitted is accompanied by all the required supporting documentation. Physically ticking off each item can also help you keep track of what documents you have and which you need to acquire on one convenient list.

Expert Tip:

The current postal address and telephone number for the Koch Foundation are found at the top of page 1. This information is provided for you to use, so use it! If you have a question, call the office and ask for help.

Page 1 provides you with a set of basic instructions for completing the form, along with a reiteration of the required supporting documents and contact information for the Foundation. This is also the page where you tell us what organization is requesting assistance and what the best postal address for that organization is, so that if your application is approved for funding we can promptly notify you. An application with a blank page 1 will not be processed, and instead will be put on hold until page 1 is completed and sent to our office.

It is vitally important that you read the instructions on this page, as failure to comply with these instructions can cause your application to be considered incomplete. Incomplete applications cannot be processed, and so are placed on hold while corrections or additions are made, which means they are among the last to be reviewed. In extreme cases, an incomplete application will be returned to the applicant to be redone, which can take even longer.

We would like all of our applicants to successfully submit complete applications, so we are available to answer questions and clarify confusing points during standard business hours. Please bear in mind that our offices are located on the East Coast of the United States (UT -5:00) so for some of our applicants the general inquiry form on the website might be the best method of contact.



Expert Tip:

Clip the copies of your organization's OCD listing and IRS Determination letter to Page 2 to ensure those documents are not left out of the envelope when the application is mailed.

Page 2 reminds our US applicants to attach copies of their listing in the Official Catholic Directory (OCD) and their IRS Determination Letter. For those of you unable to afford a copy of the US OCD, please contact your Diocesan Curia and ask either for a copy of the Diocese's listing or your parish's listing.

Not all parish offices have a copy of the IRS Determination Letter, either, since nearly all parishes are covered under the United States Conference of Catholic Bishops (USCCB) Group Ruling. You can download a printable PDF of the current ruling from the USCCB website here:

<http://www.usccb.org/about/general-counsel/group-tax-exemption.cfm>

Question #2 might seem difficult but if your organization does not answer directly to a Congregation (*see the Expert Tip on the next page for an explanation of this term*) then you simply answer "No." Organizations that do answer directly to a Congregation would answer "Yes," and then provide the Congregation's name.

You will also be asked to provide a brief history of your organization on page 2. The word "history" often calls to mind images of great thick books of facts and anecdotes, but what is needed for the application is a summary of your organization's history. Three short paragraphs, covering the establishment of the organization, its mission and goals, and its current activities, are all that we require. Following this summary is the list of past grants your organization has received from our Foundation. We understand that sometimes records are lost during a move, so it will not count against you if you do not remember the Grant Application numbers from years past. We do ask, however, that if you are unsure as to the past funding history of your organization that you state that in response to question #4 on this page.

5367

5. Name of Diocese where project will be implemented: _____

Name of Congregation, if any, administering the project: _____

Please indicate the status of your congregation by checking one of the following:
☐ Diocesan ☐ Pontifical ☐ Autonomous

6. Describe the project for which the grant is being requested. (Add your answer to the space provided.)

Expert Tip:

Wherever the word "Congregation" appears in the application, it refers to a Religious Institute such as the Society of Jesus, Sisters of St. Joseph, or Order of Friars Minor, and not to a parish.

Page 3 is where you finally have the chance to talk about your project. First you need to tell us the name of the diocese, archdiocese or vicariate where the project will take place, so that we have a geographical context for the project. This helps us to determine the overall level of need, as well as to understand what other type of support is available. Next, you are asked if a Congregation is involved with the project, and to denote what that Congregation's status is.

Diocesan – A Religious Institute that was founded in a diocese and/or by a diocesan ordinary. Often the headquarters of these Congregations are located within the diocese or country of their founding.

Pontifical – A Religious Institute either erected or approved by formal decree from the Holy See. These Congregations typically have a General Curia in Rome.

Autonomous – A Religious Institute whose direct superior is the senior member of that community. These types of Congregations might have a Mission or Development Office in Rome, but rarely possess a hierarchy beyond the individual monasteries and abbeys though several abbeys might join together as a federation for financial or logistical reasons.

7.a. Enter the amount being requested for the project in U.S. Dollars: \$ 5367

7.b. What is the total cost of the project in U.S. Dollars? \$ (Amounts are entered for each line item)

8. Beginning date of the project: 1/1/2012 Ending date of the project: 12/31/2013

Project Budget (Which is additional detail if necessary)	Up to Koch Foundation Funds	Other Funds	In-Kind Services (Volunteer services material donations)	Total
Salaries and benefits	1	2	3	4
Travel and lodging	5	6	7	8
Printing & postage	9	10	11	12
Supplies including food	13	14	15	16
Equipment	17	18	19	20
Other	21	22	23	24
For projects requiring support for construction and/or renovation, include the amounts for construction and/or renovation costs for materials and labor (if applicable)	25	26	27	28
Total	29	30	31	32

9. Provide the names, addresses and amounts (aggregating from other sources of support for the project including any
in-kind services (labor, donated materials, etc.), contributions, matching funds or collaborative funding can be in
the form of in-kind services or amounts collected from weekly contributions. Local contributions towards the
project where the community is involved is, the project and to allow to the area. Applicants must seek matching
or collaborative funding. Attach an additional sheet if necessary.

Expert Tip:

The "Project Dates" you are asked to provide in Question #8 actually refer to the twelve (12) month period during which you would use any funds you might receive from the Koch Foundation.

Page 4 is data intense and requires that you have a detailed budget and timeline for your project readily available. Take care that the sums entered into the three (3) columns (Koch Funds, Other Funds, In-Kind Donations) add up in the final column, as well as in the bottom four (4) rows. The total entered at the bottom of the Koch Funds column should be the same as the total amount requested from the Foundation in Question #7a. The total entered at the bottom of the Total column should be the same as the total amount of the project in Question #7b. It is important that all sums are given in US Dollars. Banks charge a fee to convert local currencies into USD however you can make these conversions yourself, at no cost, by using the Currency Converter found here: <http://www.xe.com/ucc/>

The table does not allow for much detail, so we ask that you provide a separate sheet of itemizations for the following areas:

- ◊ Supplies including food
- ◊ Equipment
- ◊ Other
- ◊ Construction/Renovation

Since the Koch Foundation receives far more requests than we have funds available, we are not able to fully fund projects. For this reason we require all applicants to seek out additional or alternate sources of funding, and to list these sources in Question #9. Private donors may, of course, remain private however we do need to know how much has been received or promised towards a project by these donors. Failure to answer Question #9 may cause delays in the processing of your application.

Expert Tip:

Make your strongest points in the first paragraph to grab the reader's attention. Use your passion and dedication to the project to state your case rather than relying on quotations or bulleted lists, to give the project a personal context.

Page 5 is the Impact Statement, where you are asked to provide a justification for the project. On previous pages you have been asked to provide facts; on this page you have the opportunity to illustrate the project's potential. While the Koch Foundation's mission is evangelization the majority of the projects we fund have other, equally important effects on the local community. Page 5 is the place to tell us about these effects as well.

REMINDER:

If something happens to this page or you are unsure as to how to acquire the needed signature and seal on the original page, contact the Foundation immediately.

Page 6 is a page whose importance cannot be stressed enough. Not only is your personal contact information included on page 6, but the contact information, signature and seal of the local diocesan ordinary as well. Though a small percentage of projects do not require the signature of a diocesan ordinary on page 6, the vast majority do and without that signature are ineligible for review.

The signature of a diocesan ordinary on page 6, the same diocesan ordinary who supplies your letter of support, is concrete evidence that your project is supported by your diocese. Knowing that you have this support assures us that we are providing assistance to a project that is welcomed by the community.

Furthermore, we cannot visit all the parishes who ask us for help, so we must rely upon the Hierarchy of the Church, her Bishops and Cardinals, her Provincials and Abbesses, to help us assess where the greater need lies and which projects can best serve that need.

INTERNATIONAL APPLICATION

Applicants outside the United States (PAGE 7) must complete this page in addition to the United States application. This page must be completed by the applicant or a representative of the applicant. The applicant must provide the name of the representative of the applicant who will serve as the Fiscal Agent for the project. The Fiscal Agent must be a U.S. resident and must be a U.S. citizen or permanent resident. The Fiscal Agent must be a U.S. resident and must be a U.S. citizen or permanent resident. The Fiscal Agent must be a U.S. resident and must be a U.S. citizen or permanent resident.

Provide the name of the representative of the applicant who will serve as the Fiscal Agent for the project.

<small>Name of Representative (Last, First, Middle)</small>	<small>Address (Street, City, State, Zip)</small>
<small>Phone (Country, Area, Number)</small>	<small>Fax (Country, Area, Number)</small>
<small>E-mail Address</small>	<small>Signature of Representative</small>
<small>Date of Signature</small>	<small>Signature of Applicant</small>

REMINDER:

The Koch Foundation does not transfer funds directly overseas or into bank accounts which carry the name of private individuals, so overseas applicants **MUST** find a fiscal agent. We will not find or contact one for you.

Page 7 only applies to overseas applicants, so if your organization is located in the United States, you can skip this page altogether.

For those of you not located in the US, this page is mandatory. You must locate and contact a representative from a US-based organization that is listed in the US OCD, a representative who knows you or your project personally and is willing to serve as Fiscal Agent for your project, and provide that representative's contact information here. Not only does a completed page 7 reassure us that you have a Fiscal Agent, it also provides us with an alternate contact should there be any questions about the application during the review process, or later on when funds are distributed.

The Koch Foundation does not locate or contact Fiscal Agents for our applicants because we do not know who in the US knows you and your project. If you experience difficulty finding a fiscal agent, ask your local Bishop or Congregational Superior for advice. If there are Catholic lay missionaries nearby, seek out their assistance. If all else fails, contact your country's Papal Nuncio.

Section 3 | Following Up Your Funding

As seen in the preceding pages a properly completed application will bring you closer to achieving your financial goals, but the process does not end there.

Once your application and all required support documents reach our office, they are compiled into book form for our Board of Directors to review. If they take the decision to fund your project, you or your fiscal agent will receive notification and/or payment according to whatever arrangements you have made. Included with the notification letter is the Grant Agreement. It is imperative that you sign and return the entire Grant Agreement as soon as you are able, as this agreement is your pledge to adhere to our rules for reporting and use of the funds.

Part of these rules relate to the Progress and Final Reports. Not all projects necessitate a Progress Report but we encourage you to update us after six (6) months have passed from the time you received funding. Progress Reports may be informal, consisting of little more than a brief letter and some pictures.

The Final Report, however, must be submitted in a specific format which is available in hard copy or from the website. This report consists of four (4) simple questions that help us to understand how the project was actually implemented and its real impact on the community, and an account of exactly how Koch funding was spent. Final Reports are due twelve (12) months after funding was dispensed. Failure to submit a Final Report can cause your organization to be deemed ineligible for future funding. Should a year pass and you have not yet spent all of the grant money, you must write our office and explain the situation. In this letter you should state why you have funds remaining, how you wish to use those remaining funds and request permission to so do. It is only after you receive permission from our Board that you may use grant monies for any purpose other than the project explicitly described in your original application. Should the Board consider your proposal to be too different from that original project, you may be asked to return the balance of the grant funds to the Koch Foundation.

Section 4 | Glossary

Fiscal Agent – Member of a US-based organization listed in the United States Official Catholic Directory that has Federal Tax Exempt status either through the USCCB Group Ruling or its own 501(c)(3), who is authorized to accept grant monies on behalf of an applicant. Must be personally known to the applicant or to someone closely connected to the applicant's project, and be willing and able to vouch for the applicant should the IRS require it.

Congregation – Within the Roman Catholic Church, the term "congregation" currently has two (2) usages.

- To refer to the highest-ranking departments of the Roman Curia
- To denote a grouping of monasteries or chapters of canons regular, where all of these congregations come under the jurisdiction of a single superior

Prior to the 1983 Code of Canon Law, the term was also used to denote a religious institute of consecrated life that had simple vows, whereas those with solemn vows were referred to as "religious orders." That distinction was dropped in the 1983 Code and replaced by the single term "religious institute" for all institutes of consecrated life.

Due to the fact that a considerable portion of the *Annuario Pontificio* maintains the historic distinction between "orders" and "congregations," but does not differentiate between the two for the Eastern Catholic Churches, the Koch Foundation continues to use the term "congregation" as interchangeable with the term "religious institute."

It is worthy of note that only in the English translation of the current Code of Canon Law is the term ever used to describe the people at Mass, where the Latin is given as *populi concursus*.

Ordinary – An officer of the Church who by reason of office and ecclesiastical law has ordinary power to execute the Church's laws. Known as an *Hierarch* in Eastern Christianity.

The following are local ordinaries:

- Supreme Pontiff – As head of the Latin Church and the universal Catholic Church, the Pope is a local ordinary (and therefore also an ordinary).
- Diocesan/eparchial bishops (eparchs) and all prelates who head a diocese, apostolic vicariate or prefecture, territorial prelature or abbacy, or a personal prelature
- Apostolic vicars, exarchs, apostolic prefects, and ecclesiastical superiors who head a *mission sui iuris*
- Administrators *sede vacante*, apostolic administrators, and diocesan administrators
- Vicars general and *protosyncelli*
- Episcopal vicars and *syncelli*

There are other clerics who are also ordinaries (Latin Church) or hierarchs (Eastern Churches), but are not local ordinaries (Latin Church) or local hierarchs (Eastern Churches):

- Patriarchs, major archbishops, and metropolitans who head *sui iuris* churches
- Superiors of religious institutes and of societies of apostolic life, including abbots and major superiors over their respective religious orders
- Ordinaries of personal ordinariates

Section 5 | Contacting the Foundation

There are multiple lines of communication that will help you successfully reach the correct information

Web Site: <http://www.thekochfoundation.org>

Phone: 352.373.7491

E-mail: staff@thekochfoundation.org

Postal Mail:

4421 NW 39th Avenue

Bldg 1, Suite 1

Gainesville, FL 32606

About Charles G. Koch

Charles G. Koch is chairman of the board and CEO of Koch Industries, Inc., a position he has held since 1967. Since then, the company has been transformed into a dynamic and diverse group of companies with about 60,000 employees and a presence in nearly sixty countries. Based in Wichita, Kansas, Koch Industries is involved in refining, chemicals, and biofuels; process and pollution control equipment and technologies; minerals; fertilizers; polymers and fibers; commodity trading and services; forest and consumer products, and ranching. Familiar brands include STAINMASTER® carpet, LYCRA® fiber, Quilted Northern® tissue, and the Dixie® brand of cups, plates, and cutlery.

Much of Koch Industries' success can be traced to Mr. Koch's interest in and commitment to scientific and social progress, which led to the development and implementation of the Market-Based Management business philosophy. The concepts and practice of MBM® are described in Mr. Koch's book, *The Science of Success*, published in February 2007 by John Wiley & Sons, Inc. Mr. Koch is further developing the theories and expanding the practice of MBM®, as well as other applications of the science of human action, not only throughout Koch Industries, but also with scholars, non-profit leaders, government officials, and other business leaders.

He has continuously supported academic and public policy research (including a number of Nobel Prize winners) for nearly fifty years, with a special focus on developing voluntary, market-based solutions to social problems. This interest led Mr. Koch to help found or help build a number of organizations, including the Institute for Humane Studies, Cato Institute, Mercatus Center at George Mason University, Bill of Rights Institute, and Market-Based Management Institute.

As a reflection of Mr. Koch's business leadership and community involvement, he has received a number of honors and awards. These include:

- William E. Simon Prize for Philanthropic Leadership, Philanthropy Roundtable (2011)
- Recognition Award, Wichita State University Alumni Association (2008)
- Herman W. Lay Memorial Award, The Association of Private Enterprise Education (2005)
- President's Medal, Wichita State University (2004)
- Spirit of Justice Award, The Heritage Foundation (2003)
- Honorary Doctor of Science, George Mason University (2002)
- Uncommon Citizen Award, Wichita Chamber of Commerce (2002)

- National Distinguished Service Award, Tax Foundation (2000)
- Free Enterprise Award, The Council for National Policy (1999)
- Directors' Award for Global Vision in Energy, New York Mercantile Exchange (1999)
- Governor's Arts Patrons Award, Kansas Arts Commission (1999)
- Honorary Doctor of Commerce, Washburn University (1997)
- Induction into the Wichita and Kansas Business Halls of Fame (1997)
- Wichita District Minority Small Business Advocate of the Year (1997)
- Individual Recognition Award, Wichita/Sedgwick County Arts and Humanities Council (1997)
- Honorary Doctor of Laws, Babson College (1996)
- Induction into the Kansas Oil and Gas Hall of Fame (1996)
- Distinguished Citizen Award, Kansas State University (1996)
- Wichita City Medallion (1996)
- Wichita State University Entrepreneur in Residence (1996)
- Distinguished Service Citation, University of Kansas (1996)
- Distinguished Citizen Award, Quivira Council of Boy Scouts of America (1995)
- Honorary Life Member in the Washburn Law School Association (1995)
- Outstanding Humanitarian Award, Greater Wichita Chapter of the National Society of Fundraising Executives (1995)
- Adam Smith Award, American Legislative Exchange Council (1994)
- Brotherhood/Sisterhood Award, National Conference of Christians and Jews (1994)
- Spirit of Excellence Award, The Urban League of Wichita (1993)
- Entrepreneurial Leadership Award, National Foundation for Teaching Entrepreneurship (1992)

Mr. Koch received a bachelor's degree in general engineering (1957) and two master's degrees in nuclear and chemical engineering (1958 and 1959, respectively) from the Massachusetts Institute of Technology.

His employment has been as an engineer, Arthur D. Little, Inc. 1959-61; vice president, Koch Engineering Company, Inc. 1961-63; president 1963-71; president, Koch Industries, Inc. 1966-74; chairman and chief executive officer, 1967-present.

He was born in Wichita, Kansas. Mr. Koch and his wife of thirty-nine years, Liz, have two children.

The Charles Koch Charitable Foundation

- The Charles Koch Foundation believes that economic freedom drives prosperity and, the study of it is vital to the continued progress of society.
- Primarily support research and higher education programs that analyze the impact of free societies, particularly how they advance the well-being of mankind.
- **Goal in supporting colleges and universities is twofold;**
 - **To promote a better understanding of the link between free societies and prosperity**
 - **To provide additional resources to expand students' educational opportunities and career development.**
- The Foundation also supports two of the Charles Koch Institute's professional education programs: the Koch Associate Program and the Koch Internship Program administered by the Charles Koch Institute.
- To date, the Foundation has **granted nearly 200 initiatives at colleges and universities across the country.**

Meeting participants:

Dr. James Anderson, Chancellor

Vice Chancellor for Institutional Advancement Getchel Caldwell

Mr. Adam Kissel, Program Director, Charles Koch Charitable Foundation

Dr. Edward P. Stringham, Endowed Chair & Professor of Economics, L.V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies

Dr. Assad Tavakoli, Dean, School of Business and Economics

The meeting should be viewed by the FSU team as an opportunity to determine where the community of interest might lie between the Koch Foundation and Fayetteville State University's School of Business and Economics. Relating to the community of interest, the message from Charles Koch Charitable Foundation's point of view is that the road to a partnership is one that has leveraged investments. It appears that Charles Koch Charitable Foundation views a partnership as an intersection of a charitable contribution to promote a better understanding of the link between free societies and prosperity and to provide resources to expand student educational opportunities and career development with a strong emphasis on entrepreneurialship.

Support for the establishment of the Fayetteville State University entrepreneurial PhD program in the School of Business and Economics is of paramount interest in addition to support connected to graduate school fellowships over a period of five years. In regards, to leveraged investments, on the table is an opportunity to hire renowned research faculty someone at the level of an endowed professorship or endowed chair.

Jenkins, Wanda

From: Caldwell, Getchel
Sent: Thursday, October 18, 2012 5:59 PM
To: Anderson, James
Cc: Zomerfeld, Ann; Bentley, Treva
Subject: Draft Thank You Letter
Attachments: Thank you letter Koch.docx

Chancellor,
Please see draft thank you letter for the Charles G. Koch Charitable Foundation.

Getchel L. Caldwell

Vice Chancellor for Institutional Advancement and
Executive Director, FSU Foundation
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

Draft

October 18, 2012

Mr. Adam Kissel
Program Director
Charles G. Koch Charitable Foundation
1515 North Courthouse Road, #200
Arlington, VA 22201

Dear Mr. Adam Kissel:

Fayetteville State University is extremely appreciative of having had the opportunity to meet with you to discuss a sustainable partnership as we look toward advancing our relationship with the Charles G. Koch Charitable Foundation and our School of Business and Economics. We are confident that the impact of your support will greatly benefit the professional advancement of the new PhD program in Entrepreneurship for students of high ability and extraordinary leadership potential. The Foundation's grant would constitute a significant educational investment in the University and its legacy of aiding in the study and advancement of economic freedom.

The Foundation's support will enable us to enroll some of the best and brightest students for a high quality educational experience. I can assure you that the Foundation's support could be a wellspring in energizing the University with a continuous supply of academically capable graduate students from diverse backgrounds.

We look forward to partnering with you to explore funding for the establishment of the PhD Entrepreneurship program in the School of Business and Economics for the University. Thank you also for being a partner as we prepare the next generation of professionals.

Sincerely,

James A. Anderson
Chancellor

Jenkins, Wanda

From: Stringham, Edward
Sent: Sunday, October 21, 2012 7:33 PM
To: edward.stringham@gmail.com
Subject: FW: Conference Notes
Attachments: Stringham Conference (Autosaved)_01.docx

From: Jackson, Pamela
Sent: Sunday, October 21, 2012 7:29:51 PM
To: shaw@popecenter.org; adam.kissel@charleskochfoundation.org
Cc: Stringham, Edward
Subject: Conference Notes
Auto forwarded by a Rule

Jane and Adam,
I have attached the conference notes. I hope that i've captured enough to trigger a memory of the extended discussion.

It was a pleasure meeting both of you.

Pam

Pamela Jackson, Ph.D.

Associate Dean

School of Business and Economics

1200 Murchison Road

Fayetteville, NC 28301

672-1818 (office)

672-1849 (fax)

Conference on what would an ideal program in entrepreneurship look like?

Organized by the L.V. Hackley Endowment for the Study of Capitalism and Free Enterprise

School of Business and Economics, Fayetteville State University

Conference Notes

Ed Stringham Introduction: The purpose for the conference is to gather input on how to design a Ph.D. in Entrepreneurship Program at FSU. The program is a top goal for the Chancellor and plans are to develop the Intent to Plan this month and submit a proposal in the spring. This big picture discussion focuses on what topics should be included in an ideal program. The discussion will be modeled after the Liberty Fund seminars.

Session 1: Why teach entrepreneurship?

Mariotti, Steve. 2012. "Why Every School in America Should Teach Entrepreneurship" *Time Magazine*, June 1. (2 pages)

Wasserman, Noam and Victor Hwang. 2012. "Can Entrepreneurship Be Taught?" *Wall Street Journal*, March 20.(6 pages)

Finkle, T.A. (2012). "Trends in the field of entrepreneurship from 1989-2011." *Journal of Entrepreneurship Education*, forthcoming. (15 pages)

Ed Stringham posed the following questions:

- To what extent can entrepreneurship be taught?
- Do we think people can be influenced to become more entrepreneurial?
- Why is entrepreneurship a popular discipline?
- How come there is so much demand and so little supply?

Josiah: People are naturally predisposed toward entrepreneurship. The program should give insight into concepts to apply—to think entrepreneurially; beneficial because it would take years to learn on one's own. By teaching entrepreneurial ideas, people can be inspired to act. The class can connect different thoughts to make participants wiser.

Virgil: What is entrepreneurship and what is teaching entrepreneurship? Should you teach what entrepreneurs are doing – like teaching sociology or economics—or teach skills and the tools needed to be a successful entrepreneur. These are two different phenomena. If the decision is to teach skills, you have to decide if entrepreneurship is an art or set of techniques.

Doug: There is a difference between practical knowledge and speculative knowledge. Speculative knowledge looks at what is true. Are we trying to teach people how to engage in entrepreneurship or provide speculative knowledge – why entrepreneurship is important and how

is it related to business/ human activity, and affected by culture? Practical knowledge would focus on how to engage in entrepreneurial activity. How do the two orders relate? What is theoretical and what is speculative? What are the relative skills?

Dwight – Reference Article 2 – can it be taught? Advantages of entrepreneurial education – helps to avoid problems and failures, risks, causing harm. But the essence of entrepreneurship is trying and failing. Failure is good. Markets allow failure -- it gives feedback and you know if you have failed or succeeded. A lot of entrepreneurship involves learning how markets work. People seek to avoid failure, but society should have a lot of failure.

Ted: You have to first answer the question can entrepreneurship be taught? (Makes reference to literature on nurture versus nature debate). Some literature says that 80 percent is determined by genes, which means fewer things can be taught. Other literature says that if you do 10,000 hours of anything, it will result in some kind of skill. Therefore, to be talented, do lots of it. There is research on the psychological profile of the entrepreneur (findings from a large study with respondents from the east/Midwest/west coast) – People who experience entrepreneurial activity between the ages of 12 and 16 have a higher likelihood of becoming entrepreneurial.

?: Kauffman website – Highlights the failure of entrepreneurship programs – lots of money has been invested, but nothing has happened.

David: You can teach entrepreneurship, but the way you teach it can't be limited to the classroom. You can teach a set of skills that are valuable in professional development (i.e. listening, human behavior, embracing the marketplace) through curricular/co-curricular/extracurricular activities. You need to expose students to experiences and active learning so that they can apply concepts immediately. Help others to understand. We don't have the choice to not teach entrepreneurship. We have to compete. We have to advance new venture development and entrepreneurial thinking. (References study of 8,000 students – researchers were trying to determine if it is possible to embed entrepreneurial thinking in engineering education). The value of entrepreneurship goes far beyond the business school – you have to reach across campus and take a multidisciplinary approach.

Petur: Why is there demand for entrepreneurial studies? (Cites a Harvard Business Review article entitled “Questions Every Entrepreneur Should Ask.”) In practice, it is overwhelming to be an entrepreneur.

David: Entrepreneurship allows people to experiment, experience failure, and brings other disciplines together. (References new skills – identifying problems, better communicator; acceptability of failing--fail often to succeed faster).

Art: (References being an entrepreneur and entrepreneurship). Being an entrepreneur– starting a business; entrepreneurship – you can work for someone and still be entrepreneurial. Therefore, you should teach the entrepreneurial mindset. You're not a captain of the ship unless you've

sailed through a storm. Analogy - starting a business with \$10,000 and almost missing payroll—that teaches persistence, resistance, confidence. You must also consider risk factors. You can teach entrepreneurship, but you must look at experiences to get someone to understand what entrepreneurship means.

Gerard: What about studying entrepreneurship for scholarship? Are we teaching scholars or practitioners? Fifty percent of medical school is non-class. If becoming a practitioner is the focus, it has huge implications.

Ed: We are not teaching practitioners. Look at the sheer number of ads for teaching entrepreneurship versus the number of candidates.

Doug: Speculative knowledge could be an area for a Ph.D. program. A Ph.D. in Entrepreneurship should be multidisciplinary. Entrepreneurial possibility crosses many disciplines.

David: Bringing together theory and practice is needed. The intersection between Austrian economics and entrepreneurship is ripe for the picking.

Jane: Do we have a problem with entrepreneurship? Is there a need for entrepreneurial education? Is it necessary?

Matt: How would a practical degree differ from an MBA? The key difference is because it's about understanding, not how to do stuff. We need to instill the value/validity/importance of expressing through creativity and market forces.

Virgil: Entrepreneurial studies need theorists to explain i.e. the role of entrepreneurship in the market.

Ed: Entrepreneurship has never been clearly defined.

Pat: (Cites Wall Street Journal article that focused on the Silicon Valley). We need entrepreneurship at all socioeconomic levels to be more effective. We also need small businesses on the local level.

Dwight: We have a critical economic problem. We have a lot of entrepreneurs but many are depending on incentives – this may be doing good or harm. I think we're doing a lot less good. Every school shouldn't teach entrepreneurship.

Ted: We have practice and theory and we need to hold both in balance. There is a growing tendency to hire practitioners. Two points – there is a strong disregard for business and you can't teach practice without theory—you need an environmental context (i.e. to know the environment where entrepreneurship can thrive).

Art: Entrepreneurship is not a profession. We need to watch trends. Entrepreneurs produce innovations, but if we're a service economy, where will the innovation come from?

Doug: A multidisciplinary approach provides a way to understand many things—we have this theoretical power push. We need to get rid of divisions and adopt a new way of understanding and looking at the world. A PhD program should be based on theory; an undergraduate program should be practical. How well can you simulate real world situations – this should be the hallmark of an undergraduate education.

Jane: Students have to make and sell products.

Virgil: You also need to teach pedagogy; incorporate experiments into the classroom; teach how to teach experiential classes.

Gerard: It should be multidisciplinary - economics, psychology, and whatever else.

David: It should also include political economy, business administration—take an Austrian economics centered approach. We need to remodel outdated MBA programs.

Gerard: You can't make a person more ambitious. You should look at what business schools aren't doing.

Josiah: New jobs are being created, but many are low wage. Initially, business schools trained MBAs to work in senior management. Now, people have to create their own jobs.

Jane: How many disciplines are successful?

Art: There are 3,800 institutions of higher education. Most are not research institutions. The number of for profit schools will continue to grow. Therefore, the demand will be for teachers, not research faculty.

Virgil: Consider an Entrepreneur in Residence Program (retired entrepreneurs without PhD's or MBAs). These people want to be credentialed to teach – you can design a curriculum to accommodate them.

Matt: Students will need to teach more than entrepreneurship classes. What content is needed to make the program robust? Skills? Study tours to Silicon Valley? Studying biographies? Writing a lot of case studies?

David: The rest of the world is developing entrepreneurs – if we don't, they will. If you have business leaders visiting classes, you can build your donor base.

Session II: Are there any \$20 bills on the sidewalk?

Koppl, Roger. 2003. "Gains from trade between Austrian economics and entrepreneurial studies." *Advances in Austrian Economics*, 6: 1–7 (7 pages)

Koppl, Roger and Maria Minniti. 2003. "Market processes and entrepreneurial studies." In *Handbook of Entrepreneurship Research*, edited by Z.J. Acas and D.B. Audretsch, pp. 81-102. Dordrecht, Netherlands: Kluwer. (20 pages)

Kirzner, Israel. 1997. "Entrepreneurial Discovery and the Competitive Market Process: An Austrian Approach," *Journal of Economic Literature* 35(1): 60-85. (25 pages)

Ed: Can we take the ideas of Kirzner and apply them to the study of business? Or is it too abstract? Is this the type of thing PhD students would value reading?

Petur: Economic agents start out ignorant with no idea of the consequences. They learn from each action/consequence. Learning to adapt—that framework is consistent with Austrian economics.

Dwight: Kirzner neglects the entrepreneurial process.

David: Economic Thought in Entrepreneurship. You can take these readings and use them in a PhD program-- use accumulated knowledge to demonstrate a level of competency. There has been enough work done in this area. It would be a rich part of a doctoral program. You would be creating value that can benefit scholarship.

Virgil: Austrian economics is most appropriate for an entrepreneurship program. Theoretical aspect identifies the key roles that entrepreneurs perform – correcting errors in the market. Entrepreneurs see errors in the market and fix them. What does the entrepreneur need to know to be able to identify the errors? Example - Steve Jobs and the iPhone. What kind of environment will promote this identification and solving of errors?

Art: You need core material to get to the level of mastery—use these materials to differentiate and strengthen your program. In undergraduate, it's the practical. In a PhD program, it's the discourse.

Doug: I think Hayek and Kirzner are extremely important – they teach how to think about markets. It also helps in developing a multidisciplinary approach. (Makes reference to Aristotle – practical wisdom leading to practical knowledge).

Ted: Use Austrian economics to distinguish your program. Right now there is too much Keynes and too little Hayek. You have to go back to Say and Adam Smith.

Gerard: The body of economic thought must be about entrepreneurship – not about markets, Obamacare, liberal versus conservative, etc.

Virgil: Students need to see entrepreneurship as error correction; study the kinds of environment where entrepreneurship will be good or bad; learn the kind of errors to correct; learn when to expect benefits./results. Who else to include? Schumpeter to learn about entrepreneurship in the

real world and McCloskey to learn about bourgeois dignity. When entrepreneurs were given the right to act, society began to see them as deserving of dignity.

Petur: The marketplace provides natural selection.

Dwight: Add a moral dimension. Economists tend to make a case for markets and entrepreneurship in terms of outcomes and efficiency. The stock market is a poor substitute for the Holy Grail. You have to emphasize the process where outcomes become manifested. You also need to convince people that there is a moral basis for this program.

Ed: Should we mention it (Austrian economics) in one class or 15 classes?

Dwight: The most effective way is to tell stories that bring understanding of how the process works.

?: Social entrepreneurship is a hot topic. Other topics - family enterprises, private versus public control, design thinking. You should start with principles and ideas and do labels later. There is a demand for business schools and faculty are expected to teach and do research. Therefore, you need statistics for large scale quantitative studies and experimentalism. You need to have methods and rigor; otherwise, it's not a PhD program. Who is your market? Good teachers with lots of publications? You should also offer practicums or clinics to give practical experience. Should students have demonstrated business experience?

Session III: What goals should entrepreneurs pursue?

Baumol, William. 1990. "Entrepreneurship: Productive, Unproductive and Destructive." *Journal of Political Economy* 98(5): 893-921. (30 pages)

Mackey, John, Milton Friedman and T.J. Rodgers. 2005. "Rethinking the Social Responsibility of Business" *Reason Magazine*, Oct. 1, 2005. (14 pages)

Ed: Let's focus on the moral aspects of entrepreneurship. The American people have lost their love affair with business. Businesses are engaged in privilege seeking with the government. Business professors have a role to say don't do this. Baumol - Create things through markets or privilege seeking through government. Mackey argument - Change how we talk about entrepreneurship; focus on how we benefit consumers. Baumol - Rent seeking business is destructive entrepreneurship. It doesn't benefit consumers. Should an entrepreneurship program talk about this? Can we influence what entrepreneurs ought to do?

Jane: The Baumol piece is a public choice article. It introduces the rent seeking idea. Can we have neoclassical economics and Austrian economics and public choice and property rights?

Petur: We need to put Baumol in context. Years ago he wrote a series of articles on economic behavior. In this series, he says economic behavior is not based on choices with known problem.

Instead, choices are creative or habitual. All people act creatively but different economic circumstances channel creativity in different ways. Some societies don't reward creativity. The supply of entrepreneurship is constant because of creativity and innovation efforts. That's why there are markets for stealing and selling identities—it's all due to different circumstances in different parts of the world.

Dwight: The focus now is on welfare, but we need to de-emphasize corporate welfare. It's expensive because of the money transferred, moral hazard, bailouts by DC and it creates a huge prisoners dilemma – it doesn't pay to not do it. Why not pursue political entrepreneurship – let's focus on giving up the gravy train.

Art: The perception of entrepreneurship is that the person will become wealthy. What are the responsibilities in teaching and curriculum? The extremely wealthy used to put wealth back into the system. Today's wealth doesn't come back into the system. Social responsibility or ethics is a good place to start. There is also a problem with the tax code – the IRS needs to think of social businesses differently, particularly compensation issues.

Doug: Baumol makes a good case. What is it to play the game well? If a culture regards the pursuit of happiness as immoral or amoral, that culture won't be conducive to entrepreneurship or free markets. If one is creating wealth, one shouldn't apologize as long as it isn't crony capitalism. This is not incompatible with caring for others. Social justice and political justice get mixed up. Institutions make a difference for entrepreneurs and markets.

Ted: Should we talk about normative things? Yes. The free market economy is tied to the rule of law. Entrepreneurship is the centerpiece in this – entrepreneurs influence the market economy and the market economy influences entrepreneurs. The end of that is a more entrepreneurial society that will have unexpected international demand. A political economy question is how to get 12 more Hong Kongs? We can help people in international settings. Corporate entrepreneurship would lead to corporations sending mid level managers for training. Corporate entrepreneurship has a lot of potential. You could also have an entrepreneurship program directed toward minority communities. A lot of donors would be attracted to that. You could also look at entrepreneurial philanthropy that would attract young entrepreneurs who have made a lot of money and are trying to change the world.

Virgil: Social identity is becoming a fantastic business model. Employees are willing to work at a discount; people are willing to pay more for goods/services that change lives. You could have an entrepreneurship program that trains students how to recognize non-pecuniary benefits. That would create a market niche—focused on public good. It would create an attitude about entrepreneurship that could change perceptions.

David: The Baumol article is not instructive – it's the superstar versus bad guy. What we need is in the middle – understanding the hidden champions that drive entrepreneurship. We have family enterprises at the community level (i.e. Whole Foods). Entrepreneurship at the community level

is a wealth creator that stabilizes a healthy ecosystem. Entrepreneurial philanthropy is a good idea. Many entrepreneurs want to give back quietly and help America become competitive. There's a huge amount of wealth created by hidden champions. The continuation of family enterprises is also an issue—less than one third of family businesses go from one generation to another. We need entrepreneurial societies. The program could teach about ecosystems where the unit of analysis involves entrepreneurship, family, community, economically competitive regions. Kennesaw State University has a Family Business MBA. The major components are family, community, regions, philanthropy.

Dwight: You can't fight corporate responsibility - people want to give back. Example: Corporation 1 just wants to make money. It doesn't give back, but doesn't ask the government for money. Corporation 2 is socially responsible. It gives \$1 million per year to the community. It also receives tariff restrictions that provide a \$1 million benefit, but costs taxpayers \$2 million. I think Corporation 1 is the most socially responsible. There is a bias in the perception of social responsibility. The program needs to address corporate irresponsibility—CEOs are donating other people's money.

Doug: How about Corporation 3? No crony capitalism, but it gives back to community. Compare it to Corporation 1. The main question is "profit for whom?" That's the point of Mackey – what is profit? The owners determine. For some, it's giving back to the community; for others it's maximizing the return on dollars. Both are morally defensible decisions that are decided by owners.

David: And Corporation 4 uses profit sharing as a business model.

Ted: Tom's Shoes is a growing business model— consumer buys one pair and a person in another country gets a free pair of shoes.

Art: You can try to be a good citizen, but there are restrictions in the system. For example, 501 C3s can't pay commissions so they are less competitive. How can we control the bad guys – who will lead reform? Right now, it's the politicians.

Matt: Entrepreneurship has a menu of choices on how to behave. A large part of the equation is the rent seeking that is coming from the government. How does one act ethically in a holdup situation?

Jane: The only way capitalism is acceptable these days is to dress it up— it's no longer the tough businessman making tough decisions.

Virgil: Should an entrepreneurship program talk about this? Money is rarely a motivator in entrepreneurship. Instead, it comes about because of an idea, or wanting to be one's own boss— Gates wanted a computer in every home. An Austrian economics approach would produce scholars. Study entrepreneurship in all of its aspects and teach that to prospective entrepreneurs

in the classroom. You need to show the full richness of the field and storytelling is an important aspect.

Gerard: All of this morality advice is BS. It's one thing to teach practitioners to think about ethical roles, but teaching teachers? I'm not sure. How do you integrate that? What aspects of the ecosystem cause entrepreneurship? What are the consequences of entrepreneurship? What are the effects of markets in social harmony? Does it lead to more philanthropy?

Doug: According to Mackey, the rules of the game are intact – respecting rights. It is perfectly moral to have your well being as a goal. Who decides? The individual. My second point – a reformed Scrooge doesn't bring about economic growth.

David: Entrepreneurship profile. (I missed the previous discussion – I was out of the room for about 5 minutes)

Jane: You could study entrepreneurship using the economic freedom of the world index.

Virgil: (Reference economic freedom of the world index). The index looks at entrepreneurship but it's U-shaped because some questionable counties are included. The program should look at how entrepreneurs see themselves; how society sees entrepreneurs – this could lead to a series of research questions that could be examined using serious empirical techniques.

Ted: It's a mistake to put up a straw man – you can only do empirical or normative work. You have to do both in a real research program. I've looked at virtuous companies and they have outperformed the S&P. You also have to consider serial entrepreneurship where owners get a kick out of starting and selling companies. Or the negative side – the economics of vice (i.e. crony capitalism, Ponzi schemes) and how entrepreneurs can be tempted.

David: You could have a family business emphasis – that would attract international applicants. Entrepreneurship has struggled to gain credibility. Many of the faculty teaching entrepreneurship didn't study entrepreneurship. So there is a need for a new generation of scholars and this represents a real opportunity. We need experimental research – embedding students in firms; compiling empirical data; examining different outcomes. There is also a movement for educational entrepreneurship. There is a need for clarity/typologies in entrepreneurship.

Petur: There are 13 distinct definitions. Baumol refers to entrepreneurship as creativity and innovation applied to action.

Josiah: Young people blend work life and non-work life. It's possible to become professors and entrepreneurs at the same time.

Petur: Definitions for entrepreneurship are functional, behavioral, applied, and practical – researchers are looking at different things.

Ed: How can we influence the objectives of entrepreneurship?

Session IV: What would an ideal program in entrepreneurship look like?

Klein, Peter G. and J. Bruce Bullock (2006) "Can Entrepreneurship Be Taught?" *Journal of Agricultural and Applied Economics* 38 (2): 429-39. (10 pages)

Brush, Candida et al. 2003. "Doctoral Education in the Field of Entrepreneurship." *Journal of Management* 29: 309-331. (16 pages)

David: Study society, the role of family, the role of individual. Should the history of economic thought be taught? In terms of methodology, add epistemology – it's the missing piece/opportunity and should be a part of the rigor at a doctoral level.

Doug: Theory formation.

Gerard: Students need research. Assuming a two year program with 12-14 courses, you could have two semesters of stats and two semesters of microeconomics. Or You could have clusters of things – 1) Causes/where do entrepreneurs come from, 2) Consequences – philanthropy, etc, 3) The effect of public policy on entrepreneurship. Question - do you design the curriculum and then attract faculty or vice versa?

David: Seminar on policy. You should offer epistemology as a part of the research courses. Education needs change and reform – you should be a leader and not a follower.

Josiah: You should look at what schools in North Carolina are offering and then do something different. It may be a way to get more money from the state.

Petur: Explore several issues: 1) Sources of entrepreneurial opportunity that can be sustained; 2) Issues of sustainable advantage (i.e. structure), 3) Nuts and bolts issues – how to obtain EIN, licenses, permits, 4) Psychology and personal productivity issues - stress, coping strategies, etc 5) Issues of markets and perceptions – creating credibility for yourself.

Pat: Structural issues account for the gap in supply and demand. Obstacles tend to center on research and experience. Successful business owner don't want the rigor. Professors of practice should be included in programs.

Virgil: Require people to have worked before entry into the program.

Art: Offer a Masters feeder program. All students take the required coursework and then select those who will become PhD students.

David: Blend new and experienced students. Identify students that make the most sense for your program. They don't have to be in the classroom. You need face to face, but also consider technology intensive bursts.

Ed: Should we have a two year residency requirement?

Ted: You have to ask yourself, ten years from now—will this be a place that is considered a hub for entrepreneurial studies? Will it be running its own summits, regarded as a place for peer exchanges? Will it be producing cutting edge research or serving as a clearinghouse for research? Will it have a robust website with blogs, online mini courses, and e-simulations? Will it develop e-audits (i.e. are you doing these 17 things – can we help you do it better)? Will it be hosting business plan competitions? Generating written case studies?

Virgil: When hired, graduates will be expected to run incubators, organize business plan competitions, serve as consultants to small businesses – that's why experience is needed to be credible. They can't be just theorists. How to design a curriculum? I suggest 6 core courses – no economics (embed in courses).

- 2 entrepreneurship theory courses (examining the role of entrepreneur in markets, entrepreneurship theory/practice, survey course of small business economics)
- 2 methods courses – qualitative, quantitative, experimental, epistemological issues
- 1 history of economic thought course (Adam Smith, etc) so students are properly grounded
- 1 course on teaching an entrepreneurship course (morality, corporate entrepreneurship, public policy and entrepreneurship, etc). Build in workshops, putting together incubators, etc.

David: Indiana's program is grounded in strategy (also UNC-CH). Virgil's curriculum is unique. Also add a practicum. To get to the specialization, have students write a master's thesis.

Matt: The field of specialization should be something already offered at business schools (i.e. marketing). It should have a clear tie to entrepreneurship that will make it easier to get a job. The Brush paper offers a quote from Friedman – maximizing profits is a means for a social point of view. You should use this to differentiate.

Dwight: Get people excited. Bring David, Art, and Ted in every now and then.

David: Students should become a part of a global network. If you have an entrepreneur in residence program, you won't have to pay (usually a nine month assignment). Potential course titles – Understanding Wealth Creation, Morality, Capitalism and Entrepreneurship, Political Order and Entrepreneurship.

Virgil: Advantage - Not just doing Ph.D in Economics with a dissertation in entrepreneurship. Disadvantage – People produced aren't economists or business majors.

Ted: Do comparative research. Find the overlaps, parallels – it would ground the program and help in identifying a niche.

Assad: Should we offer the core at FSU and then partner with other schools for the specialization?

Ted: Disadvantage of doing that is that you may lose some students or dilute your brand. Advantage – you have the opportunity to place students in global settings (China, Eastern Europe).

David: My program did that and I found it be extremely valuable. My institution had freelance opportunities and institutional relationships.

Jenkins, Wanda

From: Edward Stringham <edward.stringham@gmail.com>
Sent: Tuesday, October 23, 2012 8:49 AM
To: Tavakoli, Assad
Subject: Fwd: entrepreneurship PhD market research
Attachments: Market research ca 2008 - ep programs.doc

Dr. Tavakoli,

Check this out.

Ed

Edward Peter Stringham, Ph.D.
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----- Forwarded message -----

From: **Kissel, Adam** <Adam.Kissel@charleskochfoundation.org>
Date: Mon, Oct 22, 2012 at 6:03 PM
Subject: entrepreneurship PhD market research
To: "Edward Stringham (edward.stringham@gmail.com)" <edward.stringham@gmail.com>

Ed,

Thank you for organizing the symposium. It was just the right thing for a lot of reasons, and it was great to meet you and so many others. Most importantly, I think you got FSU on the radar of several people who will be able to say that you are developing a strong and well-considered program.

I am catching up on a few days' worth of emails but wanted to get this to you. It is a set of excerpts from a document produced by a business school that was looking at entrepreneurship PhD programs at other institutions.

Best,

Adam

Financial Support Provided by Other Doctoral Programs

All programs, for which financial assistance data could be collected, offered tuition remission and stipends to PhD students in exchange for students serving as graduate research or teaching assistants. The vast majority of PhD programs customarily offer full tuition remission for the period of four years.

Most programs provide stipends in exchange for 20 hours of work per week; however, stipend amounts offered by these PhD programs varied considerably. The table below demonstrates that typical stipend amounts ranged from \$16,000 a year to \$20,000 a year, with a mean stipend of \$17,765 and a median of \$18,000.

Table 1: Stipends offered to doctorate students by some of the top PhD Programs in ENT

University	Actual Stipends/ Assistantships
Louisville University	\$ 18,000
University of Missouri - Kansas City	\$ 18,000
Calgary University	\$ 20,000
Syracuse University	\$ 18,000
University of Indiana	\$ 16,000
University of Colorado – Boulder	\$ 16,587
<i>Average</i>	\$ 17,717
<i>Maximum</i>	\$ 20,000
<i>Minimum</i>	\$ 16,000
<i>Std. Dev.</i>	\$ 1,549
<i>25th Percentile</i>	\$ 16,587
<i>50th Percentile</i>	\$ 18,000
<i>75th Percentile</i>	\$ 18,000

Health insurance coverage is another form of financial assistance offered by some PhD programs.

Table 2: Financial Requirements of a PhD program in Entrepreneurship

		Year 1	Year 2	Year 3	Year 4	Year 5+
Number of students		2	3	3	3	3
Recurring Costs**						
Graduate Assistantships						
Stipend	(16,000 per student per yr)	\$32,000	\$48,000	\$48,000	\$48,000	\$48,000
Honorarium	(3,000 per semester)	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Student Recruiting		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Tuition Remission		\$25,992	\$38,988	\$38,998	\$38,998	\$38,998
Health Insurance	(\$1000/student per year)	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000
Operating Expense - other						
Conference, travel support	(3,000 per student)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Dissertation support	(1,000 per student per yr)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Operating Expense		\$75,992	\$105,988	\$105,998	\$105,998	\$105,998
Less PhD Candidate Teaching						
In place of lecturer						
Y2- -- 4 sections @ 5.00 per semester		-0-	\$20,000	\$40,000	\$40,000	\$40,000
Y3- -- 8 sections @ 5.00 per semester						
Y4+ -- 8 sections @5.00 per semester						
Net Program Cost		\$75,992	\$85,988	\$65,998	\$65,998	\$65,998
**Figure not adjusted for inflation						

Scholarship Performance of Top ENT PhD Programs

To evaluate the scholarship performance of top ENT PhD programs, research was conducted to identify those universities that offered doctoral level studies in entrepreneurship. As was discovered, several dozen universities offer PhDs in Management, Strategy, or other advanced areas of business with specializations in Entrepreneurship. However, based off of Katz and other research, only 6 North American universities currently (as of Fall '06) have doctoral level degrees specifically in the field of entrepreneurship: University of Missouri – Kansas City, Louisville University, University of Indiana, Syracuse University, University of Colorado – Boulder, and University of Calgary. After these universities were identified, further web-research and accompanying e-mail surveys were utilized to ascertain the following information:

1. Number of Published articles in the last 12 months (by PhD ENT faculty)
2. Number of Authors in the last 12 months (PhD ENT faculty)
3. Number of Faculty in the ENT Ph.D. Program
4. Number of Students in the ENT Ph.D. Program
5. Student Capacity of the ENT Ph.D. Program
6. Number of Doctoral level ENT Courses offered
7. Required Number of Major Courses for ENT Ph.D. Students
8. Required Number of Minor Courses for ENT Ph.D. Students
9. Total Number of Required Credits for ENT Ph.D. Students
10. Student Teaching Requirements (# of courses)
11. Timing of when Student-Teaching Begins
12. Stipend/Financial/Compensation Info

The following tables present summary information of the 6 North American universities offering doctoral level degrees specifically in the field of entrepreneurship based upon the preceding requirements.

Teaching Demands at the Top ENT Doctoral Programs

In the following pages, profiles are presented of the top ENT doctoral programs ranked according to departmental productivity. The summary of the program information is listed in the tables below.

University of Missouri – Kansas City	
Number of Published articles in the last 12 months	25+
Number of Authors in the last 12 months	8
Number of Faculty in the ENT PhD Program	8
Number of Students in the ENT PhD Program	Taking applications for fall 2007
Student Capacity of the ENT PhD Program	20
Number of Doctoral level ENT Courses Offered	10
Required Number of Major Courses for ENT PhD Students	8
Required Number of Minor Courses for ENT PhD Students	4
Total Number of Required Credit-hours for ENT PhD Students	24
Student Teaching Requirements (Number of Courses)	2
Timing of when Student-Teaching Begins	3rd year
Stipend/Financial/Compensation Info	Tuition remission + \$18,000 stipend
Program Type	PhD in Entrepreneurship
Carnegie Classification	Doctoral/Research Universities—Extensive
References	http://entrepreneurship.bloch.umkc.edu/education/phd.asp Lawrence Lee, leela@umkc.edu

Louisville University	
Number of Published articles in the last 12 months	13+
Number of Authors in the last 12 months	11
Number of Faculty in the ENT PhD Program	11
Number of Students in the ENT PhD Program	12
Student Capacity of the ENT PhD Program	20
Number of Doctoral level ENT Courses Offered	17
Required Number of Major Courses for ENT PhD Students	16
Required Number of Minor Courses for ENT PhD Students	3
Total Number of Required Credit-hours for ENT PhD Students	64 (after MBA)
Student Teaching Requirements (Number of Courses)	3
Timing of when Student-Teaching Begins	3rd year
Stipend/Financial/Compensation Info	Tuition remission + \$18,000 stipend
Program Type	PhD in Entrepreneurship
Carnegie Classification	Doctoral/Research Universities—Extensive
References	http://business.louisville.edu/entrepreneurshipphd/ James Fiet, fiet@louisville.edu

Table 3: Summary of Top Universities with ENT PhD Programs

Category	Average	Minimum		Maximum		Number of Schools
		Number	School	Number	School	
Number of Published articles in the last 12 months	14.2	1	Calgary	25	UMKC	5
Number of Authors in the last 12 months	6	1	Calgary	11	Louisville	6
Number of Faculty in the ENT PhD Program	6.5	2	Calgary	11	Louisville	6
Number of Students in the ENT PhD Program	4.8	1	Calgary	12	Louisville	6
Student Capacity of the ENT PhD Program	9.8	2	Indiana & Calgary Syracuse &	20	UMKC & Louisville	5
Number of Doctoral level ENT Courses	6.8	3	Colorado Syracuse, Calgary, Colorado Louisville, Syracuse, & Indiana	17	Louisville	6
Required Number of Major Courses for ENT PhD Students	7	4	Colorado Louisville, Syracuse, & Indiana	16	Louisville	6
Required Number of Minor Courses for ENT PhD Students	4.5	3	Calgary	8	Calgary	6
Total Number of Required Credit-hours for ENT PhD Students	38.7	24	UMKC	64	Louisville	6
Student Teaching Requirements (# of courses)	2.7	1	Calgary Syracuse, Indiana, & Colorado	4	Indiana UMKC, Louisville, Calgary	6
Timing of when Student-Teaching Begins	2nd year \$17,764.	2nd year	Colorado	3rd year \$20,000	Calgary	6
Stipend/Financial/Compensation Info	5	\$16,000	Indiana	0	Calgary	6

Table 4: Ranking of Top Universities with ENT PhD Programs Based on Number of Papers Published in Business Journals

Rank	Papers Published	University	No. of Faculty with 1+ Articles
1	25+	University of Missouri - Kansas City	8
2	13+	Louisville University	11
3 (tie)	13	Syracuse University	6
3 (tie)	13	University of Indiana	4
5	1	Calgary University	1
n/a	not available at this time	University of Colorado - Boulder	6
n/a	not available at this time	European Doctoral Program in Entrepreneurship	not available at this time
n/a	not available at this time	Jonkoping International Business School	not available at this time

Syracuse University		
Number of Published articles in the last 12 months		13
Number of Authors in the last 12 months		6
Number of Faculty in the ENT PhD Program		6
Number of Students in the ENT PhD Program		3
Student Capacity of the ENT PhD Program		5
Number of Doctoral level ENT Courses Offered		3
Required Number of Major Courses for ENT PhD Students	4	
Required Number of Minor Courses for ENT PhD Students	3	
Total Number of Required Credit-hours for ENT PhD Students		42
Student Teaching Requirements (Number of Courses)		3
Timing of when Student-Teaching Begins		2nd year
Stipend/Financial/Compensation Info		Tuition remission + \$18,000 stipend
Program Type	PhD Program in Business Administration: Entrepreneurship & Strategy	
Carnegie Classification	Doctoral/Research Universities—Extensive	
References	http://whitman.syr.edu/eee/academics/phd.asp Michael Morris, mhmorris@syr.edu	

University of Indiana		
Number of Published articles in the last 12 months		13
Number of Authors in the last 12 months		4
Number of Faculty in the ENT PhD Program		6
Number of Students in the ENT PhD Program		5
Student Capacity of the ENT PhD Program		2
Number of Doctoral level ENT Courses Offered		4
Required Number of Major Courses for ENT PhD Students	6	
Required Number of Minor Courses for ENT PhD Students	3	
Total Number of Required Credit-hours for ENT PhD Students		36
Student Teaching Requirements (Number of Courses)		4
Timing of when Student-Teaching Begins		2nd year
Stipend/Financial/Compensation Info		Tuition remission + \$16,000 stipend
Program Type	PhD in Entrepreneurship	
Carnegie Classification	Doctoral/Research Universities—Extensive	
References	http://www.kelley.iu.edu/doctoral/abouttheprogram.htm Dean Andrew Shepherd, shepherd@indiana.edu	

Calgary University		
Number of Published articles in the last 12 months		1
Number of Authors in the last 12 months		1
Number of Faculty in the ENT PhD Program		2
Number of Students in the ENT PhD Program		1
Student Capacity of the ENT PhD Program		2
Number of Doctoral level ENT Courses Offered		4
Required Number of Major Courses for ENT PhD Students	4	
Required Number of Minor Courses for ENT PhD Students	8	
Total Number of Required Credit-hours for ENT PhD Students		36
Student Teaching Requirements (Number of Courses)		At least 1
Timing of when Student-Teaching Begins		3rd Year
Stipend/Financial/Compensation Info		Tuition remission + \$20,000 stipend
Program Type	PhD Major in Entrepreneurship and Family Business Management	
Carnegie Classification	Doctoral/Research Universities—Extensive	
References	http://www.haskayne.ucalgary.ca/programs/graduate/phd/ Tom Rohleder, tom.rohleder@haskayne.ucalgary.ca	

University of Colorado - Boulder		
Number of Published articles in the last 12 months		Not available at this time
Number of Authors in the last 12 months		6
Number of Faculty in the ENT PhD Program		6
Number of Students in the ENT PhD Program		8
Student Capacity of the ENT PhD Program		Not available at this time
Number of Doctoral level ENT Courses Offered		3
Required Number of Major Courses for ENT PhD Students	4	
Required Number of Minor Courses for ENT PhD Students	1-3	
Total Number of Required Credit-hours for ENT PhD Students		30
Student Teaching Requirements (Number of Courses)		3
Timing of when Student-Teaching Begins		2nd year
Stipend/Financial/Compensation Info		Tuition remission + \$16,587 stipend
Program Type	PhD in Business Strategy and Entrepreneurship	
Carnegie Classification	Doctoral/Research Universities—Extensive	
References	http://leeds.colorado.edu/facultyresearch/interior.aspx?id=254,293,1038,1063	

European Doctoral Program in Entrepreneurship	
Number of Published articles in the last 12 months	Not available at this time
Number of Authors in the last 12 months	Not available at this time
Number of Faculty in the ENT PhD Program	8
Number of Students in the ENT PhD Program	21
Student Capacity of the ENT PhD Program	Not available at this time
Number of Doctoral level ENT Courses Offered	10
Required Number of Major Courses for ENT PhD Students	Not available at this time
Required Number of Minor Courses for ENT PhD Students	Not available at this time
Total Number of Required Credit-hours for ENT PhD Students	54
Student Teaching Requirements (Number of Courses)	None
Timing of when Student-Teaching Begins	n/a
Stipend/Financial/Compensation Info	Not available at this time
Program Type	PhD in Entrepreneurship
Carnegie Classification	Doctoral/Research Universities—Extensive
References	http://selene.uab.es/edp/

Jonkoping International Business School	
Number of Published articles in the last 12 months	Not available at this time
Number of Authors in the last 12 months	Not available at this time
Number of Faculty in the ENT PhD Program	22
Number of Students in the ENT PhD Program	31
Student Capacity of the ENT PhD Program	Not available at this time
Number of Doctoral level ENT Courses Offered	Not available at this time
Required Number of Major Courses for ENT PhD Students	Not available at this time
Required Number of Minor Courses for ENT PhD Students	Not available at this time
Total Number of Required Credit-hours for ENT PhD Students	80
Student Teaching Requirements (Number of Courses)	30% of time
Timing of when Student-Teaching Begins	Not available at this time
Stipend/Financial/Compensation Info	Full-time employment
Program Type	PhD in Entrepreneurship
Carnegie Classification	Doctoral/Research Universities—Extensive
References	http://www.hj.se/doc/1255&lang=

Table 5: Summary of Profiles of Top PhD Programs in Entrepreneurship

AVERAGE			
Article Credits	6	Number of ENT PhD Students	4.8
Number of Articles	14.2	Number of ENT PhD Faculty	6.5
Number of Authors	6	Number of ENT PhD Courses	6.8
MAXIMUM			
Article Credits	11	Number of ENT PhD Students	12
Number of Articles	25	Number of ENT PhD Faculty	11
Number of Authors	11	Number of ENT PhD Courses	17
MINIMUM			
Article Credits	1	Number of ENT PhD Students	1
Number of Articles	1	Number of ENT PhD Faculty	2
Number of Authors	1	Number of ENT PhD Courses	3

This information is quite revealing in that it demonstrates that, on average, leading ENT doctoral programs include 6.8 doctoral level courses which are unique to the ENT discipline. In other words, ENT doctoral students take, on average, almost 7 doctoral level courses taught by ENT faculty members. The remaining courses that comprise their doctoral course work are taught by faculty outside of the ENT department. The average number of doctoral students enrolled at these top doctoral programs at any given time is almost 5. The smallest of the programs in terms of the number of students has a total of 1 PhD student, while the smallest program in terms of the number of PhD faculty includes 2 professors teaching doctoral level courses. These numbers suggest that one does not have to have an enormous department either in terms of the number of researching faculty or in terms of the number of doctoral students, to have a well-established, reputable program.

Jenkins, Wanda

From: Kissel, Adam <Adam.Kissel@charleskochfoundation.org>
Sent: Thursday, December 13, 2012 4:30 PM
To: Anderson, James
Cc: Stringham, Edward
Subject: Entrepreneurship PhD
Attachments: FaySU_12132012.pdf

Dear Chancellor Anderson:

Thank you for your letter of October 19. I look forward to continuing our conversation.

Please find attached a letter from our program director, Ryan Stowers. The original is being sent by mail. I hope the letter will be useful as you continue preparing for the establishment of a PhD program in Entrepreneurship.

Sincerely,

Adam Kissel

Adam Kissel

Program Officer, Higher Education
Charles Koch Foundation
703.875.1777
charleskochfoundation.org

cc: Professor Edward Stringham

December 13, 2012

James A. Anderson, Chancellor
Fayetteville State University
Office of the Chancellor
1200 Murchison Road, Newbold Station
Fayetteville, North Carolina 28301-4252

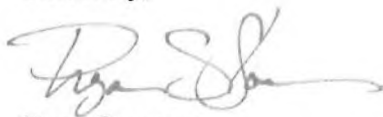
Dear Chancellor Anderson:

The Charles Koch Foundation is interested in the success of your efforts to launch a PhD program in Entrepreneurship at Fayetteville State University. Thank you for sharing your aspirations with us.

The Foundation's support for PhD programs often includes support for PhD students. The Foundation has provided support for multiple students at various institutions. CKF commitment of grant funds is based upon the principles of academic freedom, faculty governance, and donor intent.

Please feel free to contact us at any time for further information.

Sincerely,



Ryan Stowers
Program Director, Higher Education

Jenkins, Wanda

From: Barlow, David
Sent: Sunday, October 28, 2012 10:22 AM
To: Anthony, Diana; Czejdo, Bogdan; Okunbor, Daniel; Petty, Patricia; Radford-Curry, Blanche; Almeida, Eugenie; Anderson, Trela; Chestnut, Jonathan; Klomegah, Roger Y.; Mann, Judith; Nickolov, Radoslav; Perkins, Gregory; Quinn, Elizabeth; Wallace, David; White Oyler, Dianne; Zhu, Lieceng; Ademiluyi, Adegoke; Adu-Mireku, Samuel; Akbay, Cevdet; Arhin, Afua; DeLone, Miriam; Frobish, Todd; House, Dwight; Hyman, Eric; Juma, Booker; Kassem, Abdelmajid; Lamb, Ernest; Moore, Timothy; Moore-Brown, Terri; Thomas, Rollinda; Twumasi-Ankrah, Kwaku
Subject: FW: Pope Center: How to Train Game-Changers
Attachments: Wanda Lessane Jenkins.vcf

FYI

From: Jenkins, Wanda
Sent: Friday, October 26, 2012 4:57 PM
To: Anderson, James; Botley, Robert; Caldwell, Getchel; CONWAY, THOMAS E. H.; Ganesan, Nick; Haynie, Janice; McLean, Edward; Miller, Bertha; Young, Jon; Barlow, David; Brooks, John; Lewis, Leontye; Olion, LaDelle; Tavakoli, Assad
Cc: Womble, Jeffrey
Subject: Pope Center: How to Train Game-Changers

Commentaries

How to Train Game-Changers

Fayetteville State University is contemplating a Ph.D. program to prepare instructors in entrepreneurship.

By Jane S. Shaw

Comments

October 25, 2012

Entrepreneurs make things happen by filling a niche in the marketplace. Edward Stringham wants to *really* make things happen—by creating lots of entrepreneurs.

Stringham, a professor at North Carolina's Fayetteville State University, noticed a void: an absence of professors trained in the principles of entrepreneurship. There appears to be just one other program in the UNC system with a terminal degree in entrepreneurship, and it is a narrow one. UNC-Chapel Hill offers a Ph.D. in business administration with a concentration in strategy and entrepreneurship. It seems to emphasize management strategy courses rather than provide a broad consideration of the environment that spawns entrepreneurs.

While college entrepreneurship programs are proliferating rapidly (it's estimated that two-thirds of all business schools have at least one entrepreneurship course), there isn't a big pipeline of professors to teach them. To train Ph.D. students to teach such courses, Stringham is proposing a doctoral program at Fayetteville State. Stringham holds the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies in the university's business school, which would house the program.

To get the ball rolling, Stringham held a two-day seminar this month at Fayetteville State on how to create an "ideal" Ph.D. program in entrepreneurship. Seventeen people from around the country, many of whom have had long careers in academia and business, attended. Among the participants were Dwight R. Lee, economist at Southern Methodist University known for his essays defending markets, Theodore Malloch of Yale University, coauthor of *Renewing American Culture: The Pursuit of Happiness* (the basis of a PBS documentary), Arthur Langer, academic director of an executive master's program at Columbia University, and Douglas B. Rasmussen, philosophy professor at St. John's University, to mention a few. (A full list of participants is provided at the end of this article.)

They grappled with such questions as whether the entrepreneurial mindset can be taught at all (or is it something you are born with?) and the extent to which a Ph.D. program in entrepreneurship should include discussion of larger issues, such as the morality of capitalism and the kind of environment that fosters entrepreneurship. Should such a program survey the history of writing about entrepreneurs, which seems to have started with the 17th century writer Richard Cantillon? And what exactly is the link between economics and entrepreneurship?

The discussions were kicked off by a series of readings ranging from popular media articles to in-depth academic research. For example, one reading was a response by John Mackey, CEO of Whole Foods, to economist Milton Friedman's claim that the social responsibility of business is to make a profit. Mackey says that his company serves employees and the community, not just shareholders; on the other hand, he doesn't clearly differ from Friedman because those efforts have contributed heartily to Whole Foods' profits.

Another reading was a scholarly *Journal of Economic Literature* paper by economist Israel Kirzner. It explained that the Austrian School of economics places entrepreneurship within the framework of economics, something that the prevailing paradigm, neoclassical economics, fails to do.

Two of the readings discussed the market for professors of entrepreneurship. In 2003, a task force of the Academy of Management cited "growing demand for faculty in entrepreneurship" and a 2012 survey by a Gonzaga University professor Todd A. Finkle found that demand for them remains high. He reported that the number of positions advertised for entrepreneurship faculty around the world in the academic year 2010/11 was 283, while the number of candidates was 213—that is, fewer applicants than jobs. In contrast, history departments often have more than eighty job applicants for each available position.

Based on these documents, one participant urged Stringham to move forward with the program., saying, "If you don't do it someone else will." Using business-savvy lingo, another said, "If you're not growing, you're going."

Spirited discussion led to what seemed to be a consensus about the "ideal" Ph.D. program. While participants thought that it must include some practical information about running a business, they also contended that it should be scholarly. Thus it should emphasize rigorous research in the sources and culture of environmentalism, while also reaching out to the entrepreneurial community in North Carolina through workshops, seminars, and possibly an entrepreneur-in-residence program.

Some of the recommended components were to:

- Offer an intellectual analysis of the role of entrepreneurs, the causes of entrepreneurship, and the environment in which entrepreneurs work, with a core in Austrian economics.
- Address broad questions such as the difference between productive and unproductive entrepreneurship—thus bringing in and critiquing businesses that use their creativity to obtain governmental favors (the public choice perspective).
- Provide pedagogical information so that graduates would be ready to teach.
- Ideally, include biographies of entrepreneurs, including “serial entrepreneurs” (people who constantly start businesses), family enterprise, and philanthropic enterprise (sometimes called social entrepreneurship), and minority enterprise.

By the end of the two days, the participants were making specific recommendations for courses, length of program, qualifications of students, and so forth.

Yet any doctoral program in entrepreneurship opening up in the UNC system faces a number of hurdles. It has to be accepted by the UNC General Administration and the UNC Board of Governors. New programs aren’t supposed to duplicate programs elsewhere in the UNC system and, with a board increasingly—and legitimately—concerned about cost control, it must not use up too many state resources.

Another obstacle is the fact that Fayetteville State University, a historically black college, is a master’s university in the Carnegie classification, which means that its programs are aimed more at undergraduates than graduate students, and at master’s students more than Ph.D. students. The school has only one doctoral program now, in educational leadership. Efforts by a master’s university to expand doctoral programs to emulate research universities—sometimes called the “bigger and better” syndrome—may not sit well with the governors in a time of stringency. And, given its relative lack of prominence, would the school be able to attract good students?

On the other hand, this is likely to be a very distinctive program, with a big role given to Austrian economics. Stringham received his Ph.D. from George Mason University, which emphasizes the Austrian approach. Relatively few people have been trained in Austrian economics and thus other programs would have difficulty featuring it. Yet the Academy of Management task force acknowledged its importance by saying that any doctoral program should have at least one course in Austrian economics.

And there is another reason why the program might fly. The dean of the business school, Assad Tavakoli, believes that there are substantial sources of income, ranging from gifts to foreign-student tuition, to support this program. Successful entrepreneurs themselves have often given money to entrepreneurship programs, and this one would emphasize the environment in which dynamic competition can operate.

Whatever its chances of success, the process of developing a Ph.D. program has begun and has garnered a group of prominent advocates.

Participants in the seminar were:

Gerard Alexander, University of Virginia

Josiah Baker, Methodist University

Matthew Dobra, Methodist University

Pamela Jackson, Fayetteville State University

Petur Jonsson, Fayetteville State University

Adam Kissel, Charles Koch Foundation

Arthur Langer, Columbia University

Patrick Larkin, Fayetteville State University

Dwight Lee, Dwight, Southern Methodist University

Ted Malloch, Yale University

Robert W. McGee, Fayetteville State University

David Pistrui, Acumen Dynamics

Douglas Rasmussen, St. John's University

Jane S. Shaw, Pope Center for Higher Education Policy

Edward Stringham, Fayetteville State University

Virgil H. Storr, George Mason University

Assad Tavakoli, Fayetteville State University

<p>Wanda Lessane Jenkins General Counsel Office of Legal Affairs</p> <p>(910) 672-1145 Work (910) 672-2291 Fax wljenkins@uncfsu.edu</p> <p>Fayetteville State University 1200 Murchison Rd. Fayetteville, NC 28301</p>	
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Jenkins, Wanda

From: Jonsson, Petur
Sent: Thursday, February 07, 2013 10:22 AM
To: Abbey, Boris S; Agrawal, Vikas; Bible, Lynn; Brown, J. Lee; Bryant, Ralph; Bushelle-Edghill, Jennifer; Chen, Li; Chung, HoEun; Chung, Wingyan; Conostas, Kimon; Dent, Eric; Ellis, Richard; Essounga, Yvette; Gurley, Kathy; Hershey, Lewis B.; Hogan, Mary Beth; Jackson, Pamela; jbushelle@gmail.com; Jewell, Carolyn; Jonsson, Petur; King, Ruth; Larkin, Patrick; Lee, Baeyong; Lightner, Connie; McElveen, Gregory; Okhomina, Donatus; Okpala, Amon; Poletti, Michael; Robert McGee; Shorter, Floyd; Sincerbeaux, Richard; Souissi, Mohsen; Stringham, Edward; Tavakoli, Assad; Taylor, Ulysses; Wagner, Neal; Wane, Abdoul; Williams, Thomas GE.; Yallapragada, Rammohan; Yew, Bee
Cc: Stephen.Sweet@charleskochfoundation.org
Subject: FW: DC Summer Internships

FYI

A number of libertarian oriented think tanks (Cato, Heritage and AEI) have internships available for students in summer. I believe that for the right student these internships can be a fantastic opportunity and experience.

If you have a student that you believe would benefit from this, please suggest to the students that they contact Mr. Steven Sweet (contact information below) at the Koch Foundation directly.

All the best

Petur



Dr. Petur O. Jonsson
Professor & Chair of the Department of Finance, Economics, Entrepreneurship & Marketing
384 School of Business and Economics
Fayetteville State University
Fayetteville, NC 28301-4252

Phone: 910-672-1984
Fax: 910-672-2065

From: Steve Sweet [<mailto:Stephen.Sweet@charleskochfoundation.org>]
Sent: Thursday, February 07, 2013 9:32 AM
To: Jonsson, Petur
Subject: DC Summer Internships

Professor Jonsson,

Please share these opportunities with interested students:

- **Cato Institute Internship:** Interns work in a variety of departments at the Cato Institute, including policy, media relations, and development. Interns receive \$700 a month. **The summer application deadline is March 1st.**
<http://cato.org/intern/about>
- **The Heritage Foundation's Young Leader's Program:** This program gives students access to Heritage policy experts through a series of video web-chats while the program's Facebook page offers a platform for students to connect and debate with like-minded peers.
<http://www.heritage.org/about/internships-young-leaders/student-virtual-think-tank>
- **American Enterprise Institute Internship:** Interns have the opportunity to be paired with a scholar or business director whose expertise is in areas such as policy research, public relations, publications editing, marketing, government relations, and communications. This is an unpaid internship. **The summer application deadline is April 1st.**
<https://aeiinternships.silkroad.com/>
- **American Enterprise Institute Summer Institute:** This month-long opportunity allows students who are interested in public affairs to spend a month learning from and working with Institute scholars. Students receive a \$1,000 stipend, accommodations, most meals, and up to \$500 in travel expenses. **The application deadline is March 4th.** <http://www.aei.org/for-students/summer-institute-2013/>

Feel free to have your students contact me if they have questions!

Best,

Steve

STEPHEN SWEET

Program Manager, Higher Education
Charles Koch Foundation
PH:202.215.7491
charleskochfoundation.org

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Jenkins, Wanda

From: Tavakoli, Assad
Sent: Monday, March 11, 2013 12:35 PM
To: Stringham, Edward
Subject: FW: FSU update-IRS Letter
Attachments: budget-irstaxexempt.pdf

I am forwarding the IRS Tax Exempt document, in case you need it in the future.

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

From: McElveen, Gregory
Sent: Monday, March 11, 2013 10:18 AM
To: Tavakoli, Assad; Stringham, Edward
Subject: RE: FSU update-IRS Letter

Attached is a copy of the IRS letter, provided by the grants office.

Greg

From: Tavakoli, Assad
Sent: Monday, March 11, 2013 8:55 AM
To: McElveen, Gregory
Subject: Fwd: FSU update

Please see below.

Sent from my iPhone

Begin forwarded message:

From: Edward Stringham <edward.stringham@gmail.com>
Date: March 11, 2013, 7:53:26 AM EDT
To: "Tavakoli, Assad" <atavakoli@uncfsu.edu>
Subject: Fwd: FSU update
Reply-To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

Dr. Tavakoli,

Do you happen to have this or know who to contact to get this?

Regards,
Ed

----- Forwarded message -----

From: **Plumer, Taylor** <Taylor.Plumer@charleskochinstitute.org>

Date: Fri, Mar 8, 2013 at 2:25 PM

Subject: RE: FSU update

To: "Kissel, Adam" <Adam.Kissel@charleskochfoundation.org>,
"edward.stringham@gmail.com" <edward.stringham@gmail.com>

Good afternoon Dr. Stringham,

To ensure legal compliance, our legal counsel requires an IRS determination letter on file with for each potential grantee organization. Would you send a copy of the IRS determination letter for the Fayetteville State University? I'm happy to send an example letter if helpful.

Thanks, and please let me know if you have any questions.

All the best,

Taylor

Taylor Plumer

Grants Administrator

Charles Koch Foundation

PH: [703.875.1693](tel:703.875.1693)

grants@charleskochfoundation.org



The University of North Carolina

OFFICE OF THE PRESIDENT

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

RUSS LEA, *Vice President for Research and Sponsored Programs*

Telephone: (919) 962-4623 Fax: (919) 843-4942 E-Mail: rlea@northcarolina.edu

Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
School of
the Arts

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

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North Carolina
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North Carolina
at Charlotte

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North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

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Affirmative Action
Employer

September 27, 2001

TO WHOM IT MAY CONCERN:

SUBJECT: UNC Federal Tax Exempt Status

The records of the Internal Revenue Service are reported to us as reflecting the award on June 21, 1929, of federal tax-exempt status to "the University of North Carolina" under section 103(6) of the Revenue Act of 1928. Section 103(6) of the Act had been carried forward as Section 501(c) (3) of the Internal Revenue Code of 1954.

The University of North Carolina was created by act of the General Assembly on December 11, 1789. On that date the General Assembly, with reference to "the indispensable duty of every Legislature to consult the happiness of a rising generation, and endeavor to fit them for an honorable discharge of the social duties of life, by paying the strictest attention to their education....," created as a "body politic and corporate" the "Board of Trustees of the University of North Carolina." Pursuant to Chapter 1244, Section 1, 1971 Session Laws of North Carolina (codified as G.S. 116-3), the "University of North Carolina" continues as a "body corporate and politic" with a Board of Governors by act of the North Carolina General Assembly.

Sincerely,

Russ Lea

RL:sms

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Monday, March 11, 2013 12:35 PM
To: Stringham, Edward
Subject: FW: FSU update-IRS Letter
Attachments: budget-irstaxexempt.pdf

I am forwarding the IRS Tax Exempt document, in case you need it in the future.

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

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Sent: Monday, March 11, 2013 10:18 AM
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Subject: Fwd: FSU update

Please see below.

Sent from my iPhone

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From: Edward Stringham <edward.stringham@gmail.com>
Date: March 11, 2013, 7:53:26 AM EDT
To: "Tavakoli, Assad" <atavakoli@uncfsu.edu>
Subject: Fwd: FSU update
Reply-To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

Dr. Tavakoli,

Do you happen to have this or know who to contact to get this?

Regards,
Ed

----- Forwarded message -----

From: **Plumer, Taylor** <Taylor.Plumer@charleskochinstitute.org>

Date: Fri, Mar 8, 2013 at 2:25 PM

Subject: RE: FSU update

To: "Kissel, Adam" <Adam.Kissel@charleskochfoundation.org>, "edward.stringham@gmail.com" <edward.stringham@gmail.com>

Good afternoon Dr. Stringham,

To ensure legal compliance, our legal counsel requires an IRS determination letter on file with for each potential grantee organization. Would you send a copy of the IRS determination letter for the Fayetteville State University? I'm happy to send an example letter if helpful.

Thanks, and please let me know if you have any questions.

All the best,

Taylor

Taylor Plumer

Grants Administrator

Charles Koch Foundation

PH: [703.875.1693](tel:703.875.1693)

grants@charleskochfoundation.org



The University of North Carolina

OFFICE OF THE PRESIDENT

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

RUSS LEA, *Vice President for Research and Sponsored Programs*

Telephone: (919) 962-4623 Fax: (919) 843-4942 E-Mail: rlea@northcarolina.edu

Appalachian State
University

East Carolina
University

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State University

Fayetteville State
University

North Carolina
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Technical State
University

North Carolina
Central University

North Carolina
School of
the Arts

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

An Equal Opportunity/
Affirmative Action
Employer

September 27, 2001

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The University of North Carolina was created by act of the General Assembly on December 11, 1789. On that date the General Assembly, with reference to "the indispensable duty of every Legislature to consult the happiness of a rising generation, and endeavor to fit them for an honorable discharge of the social duties of life, by paying the strictest attention to their education...", created as a "body politic and corporate" the "Board of Trustees of the University of North Carolina." Pursuant to Chapter 1244, Section 1, 1971 Session Laws of North Carolina (codified as G.S.116-3), the "University of North Carolina" continues as a "body corporate and politic" with a Board of Governors by act of the North Carolina General Assembly.

Sincerely,

Russ Lea

RL:sms

Jenkins, Wanda

From: Kissel, Adam <Adam.Kissel@charleskochfoundation.org>
Sent: Tuesday, April 09, 2013 4:41 PM
To: Tavakoli, Assad
Subject: FW: Request for Fund
Attachments: Fayetteville State University_Cover Letter_Highlighted.pdf

Assad,

Thanks for this. I think with the one change stated below, all will be well.

David was here last weekend. It was great talking with him!

Best,
Adam

From: Plumer, Taylor
Sent: Tuesday, April 09, 2013 4:38 PM
To: Kissel, Adam
Subject: RE: Request for Fund

Hi Adam,

For compliance purposes, we will need Dr. Tavakoli to make one minor clarification in the cover letter. Please see the highlighted sentence in the attached letter.

The highlighted sentence should be revised to say, "The above activities, which will be under the control and supervision of the University, will be carried out by Dr. Pistrucci, who was selected by the University."

As soon as we receive the modified cover letter, we can continue to process the request. Thanks, and please let me know if you or Dr. Tavakoli have any questions.

All the best,
Taylor

Taylor Plumer

Grants Administrator
Charles Koch Foundation
PH: 703.875.1693
grants@charleskochfoundation.org

From: Tavakoli, Assad [<mailto:atavakoli@uncfsu.edu>]
Sent: Friday, April 05, 2013 4:33 PM
To: Kissel, Adam
Subject: RE: Request for Fund

Hi Adam,

Based on your suggested changes, I have attached a revised version of our proposal. Please feel free to contact me if you require additional changes.

Thank you.

Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

From: Kissel, Adam [<mailto:Adam.Kissel@charleskochfoundation.org>]

Sent: Wednesday, April 03, 2013 10:41 AM

To: Tavakoli, Assad

Cc: Stringham, Edward

Subject: RE: Request for Fund

Assad,

Thank you for the draft request. A colleague has suggested the attached edits to clarify the request. Please let me know if you have any questions.

Dr. Pistrucci will be in town this weekend and will be coming by our office tomorrow. I am excited about the growth and development of your and Ed's academic programs at Fayetteville State.

Yours,

Adam

From: Tavakoli, Assad [<mailto:atavakoli@uncfsu.edu>]

Sent: Tuesday, April 02, 2013 7:15 PM

To: Kissel, Adam

Cc: Stringham, Edward

Subject: Request for Fund

Adam,

Per your conversation with Ed, I am very pleased to attach a request for supplemental salary for Dr. Davis Pistrucci.

We are most grateful for your continued support of our entrepreneurship programs and trust with the addition of faculty like David, we will be in a position to spread the importance of free enterprise and capitalism even more effectively among our students and the community at large.

Please let me know if you require any additional information.

With warm regards,

Assad

A. A. Tavakoli, Ph.D.

Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

OFFICE OF THE DEAN
SCHOOL OF BUSINESS
AND ECONOMICS



April 4, 2013

Mr. Adam Kissel
Charles Koch Foundation
1515 North Courthouse Road, Suite 200
Arlington, Virginia 22201

Dear Mr. Kissel:

The School of Business and Economics (SBE) at Fayetteville State University has recommended that the University hire Dr. David Pistrui, the well-respected expert on Entrepreneurship, to join our faculty as Professor of Entrepreneurship. To assist in providing the support necessary for Dr. Pistrui to continue to conduct his innovative research on entrepreneurship and economic freedom and to enable him to organize conferences on the subject, the SBE respectfully requests a grant from the Charles Koch Foundation in the amount of \$20,000.00, to be used to supplement Dr. David Pistrui's salary during May and June of 2014.

The above activities, which will be under the auspicious and supervision of Dean Tavakoli, the University representative, will be carried out by Dr. Pistrui. Dr. Tavakoli, together with other faculty and staff at the SBE, will work closely with Professor Pistrui to support his research and to help organize conferences and seminars on topics related to entrepreneurship and free enterprise.

Should a grant be awarded by the Charles Koch Foundation, the University respectfully requests that a check made payable to the Fayetteville State University Foundation, which is acting as the fiscal agent for the University with respect to this grant request and has agreed to make any grant funds awarded available to the University for the above-mentioned activities. The funds will be sent to the address below:

Mr. Getchel Caldwell
Vice Chancellor for University Advancement
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,

A.A. Tavakoli, Ph.D.
Dean

Jenkins, Wanda

From: Davis, Harriet
Sent: Wednesday, July 24, 2013 3:38 PM
To: Johnson, Clanton D
Cc: Davis, Harriet
Subject: FW: Koch Foundation
Attachments: Cover%20Letter%20Template_HE[1].DOCX

Clanton,

For your records, please see the message below dated March 20, from Dean Tavakoli that is directly tied to the recent gift that we received from the Koch Foundation in the amount of \$20,000.00. The attached award letter should also serve as documentation for your files.

HD

From: Tavakoli, Assad
Sent: Wednesday, March 20, 2013 6:21 PM
To: Davis, Harriet
Subject: Koch Foundation

I am pleased to inform you that Koch Foundation is willing to award \$20,000 supplemental salary to Dr. David Pistrui, a faculty candidate in SBE. This award is for 2013- '14 academic year and is contingent on the acceptance of a formal job offer by the candidate. Before we make an offer to Dr. Pistrui, I would like to ensure that we have an award letter from the Foundation. To this end, I have attached the draft of a letter of request for funding that we need to submit to Koch Foundation as soon as possible.

Thank you.

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

University/University Foundation Letterhead

Date

Mr. Adam Kissel
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, Virginia 22201

Dear Mr. Kissel:

University/University Foundation respectfully requests a grant in the amount of \$20,000.00 to be used for the following activity during the 2013–2014 academic year:

- Salary supplement for David Pistrui

The proposed activity will take place between Start Date and End Date.

The above activity, which will be under the control and supervision of the University/University Foundation, will be conducted by Professor Pistrui, who was selected by the University/University Foundation.

Should a grant be awarded by the Charles Koch Foundation, a check made payable to the University/University Foundation should be sent to:

Contact Name
Title
University/University Foundation
Mailing Address
Mailing Address

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

[Signature of department chair or authorized representative of the University/University Foundation]
Name, Title, and Contact Information

Jenkins, Wanda

From: Edward Stringham <edward.stringham@gmail.com>
Sent: Friday, August 09, 2013 12:55 PM
To: Tavakoli, Assad; Jonsson, Petur
Subject: Fwd: FW: Bronco Kick-Off
Attachments: SBE New Faculty- Fall 2013.docx; Bronco Kickoff Agendas-Academic Affairs-Wed-Thurs.docx

Dear Dr. Tavakoli,

I am excited about seeing you for Bronco Kickoff etc.

I'll be flying from Georgia (the country) on Thursday and I just realized that I'll be arriving in Raleigh after the SBE meeting on Thursday. I made the flight with Bronco Kickoff in mind but I neglected possible meetings before that. I am so sorry about that.

If you are interested, could you give some or all of the following report (potentially great news!) on my behalf to the SBE meeting?

About the doctoral program, Dr. Stringham reports that has is in the process of getting a grant reviewed to fund doctoral students. The request is for \$1.5 million spread over 5 years to fund 5 students at \$20,000 per year. His contact at the Koch Foundation thinks the proposal looks good and will recommend to the board to accept as is, and over the next few weeks, people on his board will be reviewing it. If they approve it, we will include the commitment in our application to the UNC General Administration. The Foundation has also expressed separate potential interest in helping create additional endowed chairs in the future.

Thanks Dr. Tavakoli. I'll be calling Adam Kissel in about 10 days to check in with him, so I will let you know when I hear from him.

Best regards,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

+1-910-672-1837

www.ssrn.com/author=685664
<http://www.uncfsu.edu/sbe/hackley-chair>

----- Forwarded message -----

From: **Stringham, Edward** <estringh@uncfsu.edu>
Date: Mon, Aug 5, 2013 at 5:32 PM
Subject: FW: Bronco Kick-Off
To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

From: Tavakoli, Assad
Sent: Monday, August 05, 2013 5:32:39 PM
To: Abbey, Boris S; Agrawal, Vikas; Bible, Lynn; Brown, J. Lee;
Bryant, Ralph; Bushelle-Edghill, Jennifer; Chen, Li; Chung, HoEun;
David Pistrui; Dent, Eric; Dong, Su; Essounga, Yvette; Gurley, Kathy;
Hani Tadro; Hershey, Lewis B.; Hogan, Mary; Jackson, Pamela;
Jewell, Carolyn; Jonsson, Petur; King, Ruth; Larkin, Patrick;
Lee, Baeyong; Lightner, Connie; McElveen, Gregory; McGee, Robert;
Okhomina, Donatus; Okpala, Amon; Phelan, Steven ; Sharma, Dinesh ;
Shorter, Floyd; Souissi, Mohsen; Stringham, Edward; Tamuchin McCreless;
Taylor, Ulysses; Thomas Zeni; Wendy Ritz; Williams, Thomas GE.;
Yallapragada, Rammohan; Yew, Bee
Cc: Mayle-Hill, Mabel; MCLEAN, MARSHA
Subject: Bronco Kick-Off
Auto forwarded by a Rule

Colleagues,

I know all of you have been busy over the summer, but I hope you have also had some time to get away and take a well-deserved vacation. I am also delighted to welcome our new faculty members. Please see attached for their names and office locations.

As I am sure you know, faculty return to campus on August 14th. Following are a few updates regarding the Bronco Kick-Off (see attachment).

Wednesday, 8/14 (8:30-3:00): New Faculty Orientation

New members of the FSU faculty will meet for briefings on benefits and university policies.

Location: Shaw Auditorium (School of Business and Economics)

Wednesday, 8/14 (8:30-4:00): Faculty Developmental Activities for Returning Faculty

Faculty will have the opportunity to attend their choice of concurrent sessions being offered. Participation in the developmental sessions is required.

Location: Seabrook Auditorium

Thursday, 8/15 (8:45 – 4:00) Academic Affairs/School/Departmental Meetings

- 8:45 – 10:00am: FSU faculty meeting with remarks by Provost Young,

Location: Seabrook Auditorium

- 10:30 – 12:30pm: SBE faculty meeting

AACSB New Accreditation Standards, Presenter, Dr. Jerry Trapnell, former executive vice president and chief accreditation officer for AACSB International

Location: SBE 207

- 12:30pm – Lunch will be served
- 2:00-4:00pm - Departmental meetings

Friday, 8/16 (10:00-Noon): All Employee Meeting

Join the entire FSU team for the culmination of Bronco Kick-off week at the All Employee Meeting. Your attendance is required.

Location: Seabrook Auditorium

I look forward to seeing you next week.

AT

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

Jenkins, Wanda

From: Jonsson, Petur
Sent: Friday, September 06, 2013 10:07 AM
To: Chung, HoEun; Hershey, Lewis B.; Larkin, Patrick; Lee, Baeyong; Nijhawan, Inder; Okpala, Amon; Phelan, Steven; Pistrui, David; Ritz, Wendy; Shaw, Yolanda; Stringham, Edward; Wane, Abdoul; Williams, Thomas GE.; McGee, Robert; Taylor, Ulysses; Okhomina, Donatus
Cc: 'Steve Sweet'; Tavakoli, Assad
Subject: FW: KIP, KAP, and Liberty@Work applications now open!

All:

As you can see from the email from Steve Sweet at the Koch Foundation below, they have some opportunities for our students to take part in internships at the Charles Koch institute. For the right student, this would be a great opportunity. So, if know students who you believe would be right for this, please encourage them to apply.

All the best

Petur



Dr. Petur O. Jonsson
Professor & Chair of the Department of Finance, Economics, Entrepreneurship & Marketing
384 School of Business and Economics
Fayetteville State University
Fayetteville, NC 28301-4252

Phone: 910-672-1984
Fax: 910-672-2065

From: Steve Sweet [mailto:Stephen.Sweet@charleskochfoundation.org]
Sent: Friday, September 06, 2013 9:32 AM
To: Jonsson, Petur
Subject: KIP, KAP, and Liberty@Work applications now open!

Dr. Jonsson,

I wanted to share this message about the Charles Koch Institute's educational programs with

you. If you have any students who may be interested in applying this year, please let us know!

September is Kickoff Month for the educational program applications at the Charles Koch Institute! Candidates are invited to apply for the [Koch Associate Program](#), [Koch Internship Program](#) (Spring 2014 and Summer 2014), and [Liberty@Work®](#). Give your students the opportunity to advance economic freedom while getting paid to work at a non-profit, undergo professional development training, and build their network!

We're excited to announce an incentive for your students to apply during this month-the chance to win an Amazon gift card or a Kindle Fire!* Will you please share this opportunity with them?

Many students tell us that professors were the most influential in their decision to apply for our programs. Thank you, we appreciate your spreading the word to talented individuals!

Please contact [Lancee Kurcab](#) (Lancee.Kurcab@charleskochinstitute.org) of the Charles Koch Institute with any questions.

Thank you!

Best regards,

The recruiting team

*All candidates who apply on or after September 5, 2013, will be entered to win a \$25 Amazon gift card, with drawings taking place on September 9, 2013, September 16, 2013, and September 23, 2013. All candidates will also be entered to win the grand prize-a Kindle Fire-with the drawing being held on September 30, 2013. All eligible applicants are qualified to win. Qualification does not hinge on acceptance into a program.

Best,

Steve

STEPHEN SWEET

PH: 202.215.7491

charleskochfoundation.org

Profile Center

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Jenkins, Wanda

From: Kissel, Adam <Adam.Kissel@charleskochfoundation.org>
Sent: Wednesday, October 09, 2013 5:42 PM
To: Stringham, Edward
Subject: letters to Fayetteville State University
Attachments: 20131009172607062.pdf

Dear Dr. Stringham:

Please see the attached letters.

Sincerely,

Adam Kissel
Program Officer, Higher Education
Charles Koch Foundation
703.875.1777
charleskochfoundation.org

Charles Koch FOUNDATION

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

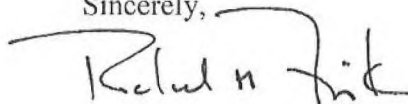
Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's intention to award a total grant of up to \$300,000.00 to be paid in three annual installments, beginning in 2014, of up to \$100,000.00 to Fayetteville State University (the "University") to support the University's launch of a PhD program in Entrepreneurship (the "Program") in 2014. The Foundation's grant will allow the University to provide stipends for 5 three-year PhD fellowships (the "Fellows"), such Fellows to be selected by the University. The University acknowledges and agrees that each student's fellowship is contingent upon his or her remaining in the Program in good standing. The University further acknowledges and agrees that it will provide full tuition for the Fellows.

For avoidance of doubt, any grant from the Foundation pursuant to this letter is expressly contingent upon the Foundation and University entering into a written grant agreement and the Foundation's approval of the three annual grant requests from the University. This letter has not and will not require the University to take any action or inaction.

If you have any questions, please do not hesitate to contact the Foundation.

Sincerely,



Richard H. Fink
President

cc:

Dr. A. A. Tavakoli, Dean, School of Business & Economics, Fayetteville State University
Dr. Edward Peter Stringham, L.V. Hackley Distinguished Professor for the Study of Capitalism
and Free Enterprise, School of Business and Economics, Fayetteville State University

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's nonbinding intention to award a grant of up to \$1,200,000 paid out in installments over a period of up to six years to support Fayetteville State University's (the "University") payment of stipends to up to 20 three-year PhD fellowships (the "Fellowships") in Entrepreneurship for students selected by the University. The University acknowledges and agrees that each student's Fellowship is contingent on his or her remaining in the PhD program in good standing. The University further acknowledges and agrees that it would provide full tuition for all students who receive the Fellowships.

The Foundation's nonbinding proposal has the intention of awarding the grants in installments in the amounts set forth in the below schedule (assuming the first installment is made in 2014). This schedule

Charles Koch FOUNDATION

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's nonbinding intention to award a grant of up to \$1,200,000 paid out in installments over a period of up to six years to support Fayetteville State University's (the "University") payment of stipends to up to 20 three-year PhD fellowships (the "Fellowships") in Entrepreneurship for students selected by the University. The University acknowledges and agrees that each student's Fellowship is contingent on his or her remaining in the PhD program in good standing. The University further acknowledges and agrees that it would provide full tuition for all students who receive the Fellowships.

The Foundation's nonbinding proposal has the intention of awarding the grants in installments in the amounts set forth in the below schedule (assuming the first installment is made in 2014). This schedule includes the \$300,000 the Foundation intends to award the University pursuant to the letter dated October 9, 2013, sent by Dr. Richard Fink to the University.

2014	\$100,000	2018	\$300,000
2015	\$200,000	2019	\$200,000
2016	\$300,000	2020	<u>\$100,000</u>
2017	\$300,000	Total	\$1,500,000

The understandings contained herein do not constitute a binding obligation on behalf of the Foundation, but instead merely express our **nonbinding intention** to award the above-mentioned proposed grants in the future. This non-binding pledge has not and will not require Fayetteville State University to take any action or inaction in reliance on the Foundation's non-binding pledge.

If you have any questions, please do not hesitate to contact me.

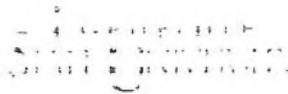
Sincerely,



Adam Kissel
Program Officer

cc:

Dr. A. A. Tavakoli, Dean, School of Business & Economics, Fayetteville State University
Dr. Edward Peter Stringham, L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise, School of Business and Economics, Fayetteville State University



*Office of the Lloyd V. Hackley Endowed Chair for
Capitalism and Free Enterprise Studies*

Attn: Mr. Camps
Extension: 1644/2110
Department: Sponsored Research and Research
From: *Malika* Malika Mercer, on behalf of Dr. Edward Stringham
Extension: 1593/2065
Date: 2/28/11
Re: CGK Foundation grant request

Mr. Camps,

Per a conversation with Dr. Stringham today, please find attached copies of the documentation that was sent to the Charles G. Koch Charitable Foundation requesting a grant in the amount of \$4500 for the Guest Speaker Program.

According to Dr. Stringham, while he had several conversations with individuals at CGK, this is the extent of a written proposal given to them.

Please feel free to Dr. Stringham at extension 1897, or via email at estringham@mcnishi.edu, should there be any further questions/concerns regarding this matter.

Thank you.

OFFICE OF THE
SCHOOL OF BUSINESS & ECONOMICS

FAYETTEVILLE
STATE UNIVERSITY

December 1, 2010

Mr. Derck E. Johnson
Charles G. Koch Charitable Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Mr. Johnson,

On behalf of Fayetteville State University, the Hackley Endowed Chair of the School of Business and Economics respectfully requests a grant in the amount of \$4,500 to be used for the following activities during academic year 2010-11.

- Guest Speaker Program for \$4,500.

The proposed activities will take place between November 9, 2010 and May 1, 2011.

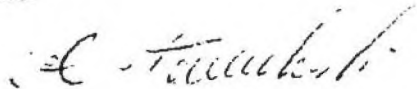
The above program, which will be under the control and supervision of the University, will be carried out by Professor Edward Stringham, who was selected by the University.

Should a grant be awarded by the Charles G. Koch Charitable Foundation, a check made payable to Fayetteville State University should be sent to:

SBE – Dean's Unrestricted Budget (201209-5302-14191-A101)
1200 Murchison Rd.
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for a charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

If you have any questions about the above-mentioned grant request, please do not hesitate to contact me.



A. A. Tavakoli, Ph.D.
Dean, School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267

Enclosures



The University of North Carolina

OFFICE OF THE PRESIDENT

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

RUSS L.E.A., *Vice President for Research and Sponsored Programs*

Telephone: (919) 962-4623 Fax: (919) 843-4942 E-Mail: rlea@northcarolina.edu

Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
School of
the Arts

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

An Equal Opportunity
Affirmative Action
Employer

September 27, 2001

TO WHOM IT MAY CONCERN:

SUBJECT: UNC Federal Tax Exempt Status

The records of the Internal Revenue Service are reported to us as reflecting the award on June 21, 1929, of federal tax-exempt status to "the University of North Carolina" under section 103(6) of the Revenue Act of 1928. Section 103(6) of that Act had been carried forward as Section 501(c) (3) of the Internal Revenue Code of 1954.

The University of North Carolina was created by act of the General Assembly on December 11, 1789. On that date the General Assembly, with reference to "the indispensable duty of every Legislature to consult the happiness of a rising generation, and endeavor to fit them for an honorable discharge of the social duties of life, by paying the strictest attention to their education..." created as a "body politic and corporate" the "Board of Trustees of the University of North Carolina." Pursuant to Chapter 1244, Section 1, 1971 Session Laws of North Carolina (codified as G.S. 116-3), the "University of North Carolina" continues as a "body corporate and politic" with a Board of Governors by act of the North Carolina General Assembly.

Sincerely,

Russ Lea

RL:sms

Jenkins, Wanda

From: Stringham, Edward
Sent: Wednesday, October 09, 2013 5:43 PM
To: edward.stringham@gmail.com
Subject: FW: letters to Fayetteville State University
Attachments: 20131009172607062.pdf

From: Kissel, Adam[SMTP:ADAM.KISSEL@CHARLESKOCHFOUNDATION.ORG]
Sent: Wednesday, October 09, 2013 5:42:03 PM
To: Stringham, Edward
Subject: letters to Fayetteville State University Auto forwarded by a Rule

Dear Dr. Stringham:

Please see the attached letters.

Sincerely,

Adam Kissel
Program Officer, Higher Education
Charles Koch Foundation
703.875.1777
charleskochfoundation.org

Charles Koch FOUNDATION

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

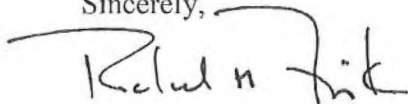
Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's intention to award a total grant of up to \$300,000.00 to be paid in three annual installments, beginning in 2014, of up to \$100,000.00 to Fayetteville State University (the "University") to support the University's launch of a PhD program in Entrepreneurship (the "Program") in 2014. The Foundation's grant will allow the University to provide stipends for 5 three-year PhD fellowships (the "Fellows"), such Fellows to be selected by the University. The University acknowledges and agrees that each student's fellowship is contingent upon his or her remaining in the Program in good standing. The University further acknowledges and agrees that it will provide full tuition for the Fellows.

For avoidance of doubt, any grant from the Foundation pursuant to this letter is expressly contingent upon the Foundation and University entering into a written grant agreement and the Foundation's approval of the three annual grant requests from the University. This letter has not and will not require the University to take any action or inaction.

If you have any questions, please do not hesitate to contact the Foundation.

Sincerely,



Richard H. Fink
President

cc:

Dr. A. A. Tavakoli, Dean, School of Business & Economics, Fayetteville State University
Dr. Edward Peter Stringham, L.V. Hackley Distinguished Professor for the Study of Capitalism
and Free Enterprise, School of Business and Economics, Fayetteville State University

Jenkins, Wanda

From: Edward Stringham <edward.stringham@gmail.com>
Sent: Thursday, October 10, 2013 9:57 AM
To: Anderson, James; Young, Jon; Tavakoli, Assad; Caldwell, Getchel; Davis, Harriet; CONWAY, THOMAS E. H.
Subject: Grant letters
Attachments: 20131009172607062.pdf

Dear Chancellor,

All right. Here are the letters they also will be mailing.

As you can see the grant is contingent on the doctoral program being approved and there are two letters, the first indicating the first \$300,000 (payable over three years) and the second describing the intent for the remaining \$1.2 million. (To summarize it in my own non-legalistic language [and perhaps technically inaccurate so check out the letters for more specifics], the \$1.5 million plan will be broken down into five \$300,000 grants [\$300,000 pays a 5 Ph.D. student cohort, fellowships \$20,000 per year for three years] with subsequent Ph.D. student cohort grants contingent on the Ph.D. program continuing well, us not wasting their money, etc.)

This grant does not preclude us from raising other grants from them and I believe it opens the door for much more (here is some of their other gifts http://990s.foundationcenter.org/990pf_pdf_archive/480/480918408/480918408_201012_990PF.pdf), so I am very excited about this.

Regards,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

+1-910-672-1837
www.ssrn.com/author=685664
<http://www.uncfsu.edu/sbe/hackley-chair>

From: Kissel, Adam[SMTP:ADAM.KISSEL@CHARLESKOCHFOUNDATION.ORG]
Sent: Wednesday, October 09, 2013 5:42:03 PM
To: Stringham, Edward
Subject: letters to Fayetteville State University
Auto forwarded by a Rule

Dear Dr. Stringham:

Please see the attached letters.

Sincerely,

Adam Kissel
Program Officer, Higher Education
Charles Koch Foundation
703.875.1777
charleskochfoundation.org

Charles Koch FOUNDATION

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

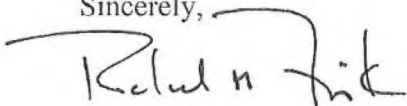
Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's intention to award a total grant of up to \$300,000.00 to be paid in three annual installments, beginning in 2014, of up to \$100,000.00 to Fayetteville State University (the "University") to support the University's launch of a PhD program in Entrepreneurship (the "Program") in 2014. The Foundation's grant will allow the University to provide stipends for 5 three-year PhD fellowships (the "Fellows"), such Fellows to be selected by the University. The University acknowledges and agrees that each student's fellowship is contingent upon his or her remaining in the Program in good standing. The University further acknowledges and agrees that it will provide full tuition for the Fellows.

For avoidance of doubt, any grant from the Foundation pursuant to this letter is expressly contingent upon the Foundation and University entering into a written grant agreement and the Foundation's approval of the three annual grant requests from the University. This letter has not and will not require the University to take any action or inaction.

If you have any questions, please do not hesitate to contact the Foundation.

Sincerely,



Richard H. Fink
President

cc:

Dr. A. A. Tavakoli, Dean, School of Business & Economics, Fayetteville State University
Dr. Edward Peter Stringham, L.V. Hackley Distinguished Professor for the Study of Capitalism
and Free Enterprise, School of Business and Economics, Fayetteville State University

October 9, 2013

Dr. James A. Anderson
Chancellor
Fayetteville State University
1200 Murchison Rd.
Fayetteville, North Carolina 28301

Dear Dr. Anderson:

On behalf of the Charles Koch Foundation (the "Foundation"), I am writing this letter to express the Foundation's nonbinding intention to award a grant of up to \$1,200,000 paid out in installments over a period of up to six years to support Fayetteville State University's (the "University") payment of stipends to up to 20 three-year PhD fellowships (the "Fellowships") in Entrepreneurship for students selected by the University. The University acknowledges and agrees that each student's Fellowship is contingent on his or her remaining in the PhD program in good standing. The University further acknowledges and agrees that it would provide full tuition for all students who receive the Fellowships.

The Foundation's nonbinding proposal has the intention of awarding the grants in installments in the amounts set forth in the below schedule (assuming the first installment is made in 2014). This schedule

Jenkins, Wanda

From: Young, Jon
Sent: Friday, October 11, 2013 7:18 AM
To: Tavakoli, Assad
Subject: FW: Mission statement revision survey
Attachments: FSU Response to Questions About Mission Change_ Revised_Oct 10 2013.docx

Assad,

I submitted the responses to the questions about mission statement revision. This is excellent work! Please convey my appreciation to the faculty for their work on this project. I know the Chancellor is equally appreciative. Our job next week of convincing the consultants should be an easy task because of the quality of these answers and the promise of the Koch Foundation. Thanks so much for you visionary leadership!

Jon

From: Young, Jon
Sent: Friday, October 11, 2013 7:14 AM
To: Samantha L. McAuliffe (slmcauliffe@northcarolina.edu)
Cc: stortega@northcarolina.edu; Anderson, James; Tavakoli, Assad
Subject: Mission statement revision survey

Samantha,

Attached are FSU's responses to the mission statement revision survey. Please let me know if you need additional information. The Chancellor and I are scheduled to be at GA next Friday to meet with the consultants.

Thanks,
Jon

Jenkins, Wanda

From: McElveen, Gregory
Sent: Monday, October 14, 2013 6:29 AM
To: Tavakoli, Assad
Subject: AACSB Presentation with Notes
Attachments: SBE Advisory Board 10-16-13 v3.pptx

Dr. Tavakoli,

Attached is the AACSB presentation we talked about on Friday, with notes. The list of universities that Koch Foundation funds is a hidden slide in slide show mode.

Greg

Dean's Advisory Board Meeting

October 16, 2013



SOCIAL SCIENCE RESEARCH NETWORK
Tomorrow's Research Today

Agenda

Dean's Report

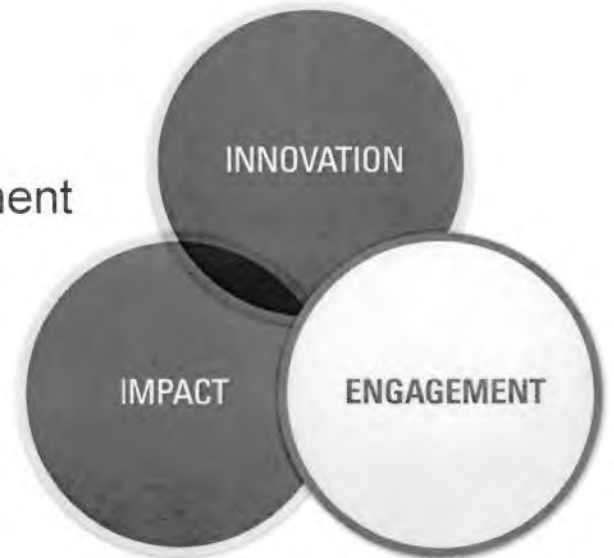
Entrepreneurship PhD Proposal On Track



Requirements	Status	Next Steps	On-Track
• Gain approval for change in FSU mission	• Responses to mission questions complete	• Decision on FSU Mission expected by Year-End 2013	✓
• Gain approval for PhD Program	• Proposal Complete	• Proposal Decision expected Spring 2014	✓
• Secure funding for fellowships	• Submitted grant request to Koch Foundation	• \$1.5 million awarded to FSU , contingent on PhD program	✓

New AACSB Accreditation Standards

- The school 's mission must articulate a clear and distinctive focus
- Objectives of New Standards
 - Continuous innovation and improvement
 - Make a difference with students
 - Make a difference in the community
- Implications
 - Higher level of faculty/student engagement
 - More community oriented research and engagement
 - Leading edge curriculum and delivery systems



Charles Koch Foundation Supports Broad Variety of Universities



Over 250 universities funded, including:

- Ivy League

- Brown
- Cornell
- Dartmouth
- Harvard
- MIT
- University of Pennsylvania

- North Carolina

- Campbell
- Duke
- Fayetteville State
- North Carolina State
- UNC-Chapel Hill
- UNC-Greensboro
- UNC-Pembroke
- Wake Forest
- Winston-Salem State

Jenkins, Wanda

From: Stringham, Edward
Sent: Thursday, January 23, 2014 6:02 PM
To: edward.stringham@gmail.com
Subject: FW: Draft Proposal
Attachments: Proposal for an Institute for the Study of Business Regulation 1-23-14.docx

From: Mitchell Langbert
Sent: Thursday, January 23, 2014 6:01:15 PM (UTC-05:00) Eastern Time (US & Canada)
To: Stringham, Edward; Adam.Kissel@CharlesKochFoundation.org
Subject: Fw: Draft Proposal

From: [Mitchell Langbert](#)
Sent: Thursday, January 23, 2014 5:57 PM
To: [Lidy Chu](#) ; [Dean Willie Hopkins](#) ; [Vice President Andrew Sillen](#)
Subject: Draft Proposal

Dear All:

I've attached a draft proposal. I'm looking forward to your comments.

Stay warm,

Mitchell

From: [Lidy Chu](#)
Sent: Thursday, January 23, 2014 4:40 PM
To: 'Mitchell Langbert'
Subject: RE: Adam Kissel

Great. Thank you Mitchell. I will look forward to reviewing.

Have a great evening!

Best,

Lidy

Lidy Chu
Associate Director for Corporate and Private Foundation Relations
Brooklyn College Foundation
2900 Bedford Avenue
Brooklyn, NY 11210
Tel: 718-951-5000 x1289 Fax: 718-951-5388
Email: lidychu@brooklyn.cuny.edu

From: Mitchell Langbert [<mailto:mlangbert@hvc.rr.com>]
Sent: Thursday, January 23, 2014 4:40 PM
To: Lidy Chu
Subject: Re: Adam Kissel

You're welcome. In a day, I think. It's almost ready. I was just looking for a file I saved. These new computers are more confusing than the old ones. Best, Mitchell.

From: [Lidy Chu](#)
Sent: Thursday, January 23, 2014 4:19 PM
To: 'Mitchell Langbert'
Subject: RE: Adam Kissel

Thank you Mitchell. This is helpful.

I also wanted to ask if you have a sense of when you will be able to send me the first proposal draft.

Thank you in advance for all of your hard work. It is truly appreciated.

With kind regards,

Lidy

Lidy Chu
Associate Director for Corporate and Private Foundation Relations
Brooklyn College Foundation
2900 Bedford Avenue
Brooklyn, NY 11210
Tel: 718-951-5000 x1289 Fax: 718-951-5388
Email: lidychu@brooklyn.cuny.edu

From: Mitchell Langbert [<mailto:mlangbert@hvc.rr.com>]
Sent: Thursday, January 23, 2014 4:18 PM
To: Lidy Chu; Andrew Sillen; Willie Hopkins
Subject: Adam Kissel

Dear Lidy, Andrew, and Willie:

As I'm drafting a proposal, I have been considering concerns that were raised about the Koch Foundation's commitment to academic freedom. In surfing the Web, I noticed that the program officer, Adam Kissel, a Harvard BA and Chicago MA, previously worked for the Foundation for Individual Rights in Education (FIRE), and he has written in the press about academic freedom in *The New York Post*, *Huffington Post*, FIRE's website, and elsewhere, so in a sense he specializes in academic freedom. It might be useful to take a look at a couple of his op-ed pieces on academic freedom as we proceed with a proposal. Here are a few links to some of Adam's articles and a brief bio:

<http://www.huffingtonpost.com/adam-kissel/georgetown-should-honor-i b 1523173.html>

<http://nypost.com/2009/12/28/a-political-test-for-teachers/>

<http://thefire.org/article/11187.html>

<http://www.leadershipinstitute.org/campus/speakers.cfm?Cat=11>

Best,

Mitchell

Jenkins, Wanda

From: McElveen, Gregory
Sent: Friday, January 24, 2014 4:42 PM
To: Robinson, Terrance
Cc: Tavakoli, Assad
Subject: FW: Grant Award reporting requirements-legal review required?
Attachments: Lecture Series Questionnaire 2013-14.docx; UG msmt report.doc

Hello Terrance,

Dr. Edward Stringham recently received a grant award from the Koch Foundation which requires that Dr. Stringham report on the educational activities that the award will fund, and requests that participating students complete an anonymous survey rating the activity. Does either the requested report or survey (copies of both attached) require legal review ?

Thank you.

Greg

School of Business and Economics
Fayetteville State University
910-672-1994

----- Forwarded message -----

From: **Stringham, Edward** <estringh@uncfsu.edu>
Date: Tue, Dec 10, 2013 at 1:28 PM
Subject: FW: Grant Award
To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

From: Sweet, Stephen[SMTP:STEPHEN.SWEET@CHARLESKOCHFOUNDATION.ORG]
Sent: Tuesday, December 10, 2013 1:28:37 PM
To: Stringham, Edward
Subject: Grant Award
Auto forwarded by a Rule

Ed,

I am pleased to inform you that the board of the Charles Koch Foundation has approved a grant in the amount of \$15,000 for activities to be executed under your control and supervision according to the proposal submitted by the University. You should receive the check within 2-3 weeks, but if you have any questions in the interim please don't hesitate to let me know.

The attached documents are to be used throughout the year. I've included a copy of this year's reporting document and a survey to give lecture attendees. If you'd prefer to have students fill out the survey online, you can use this link: <http://www.tfaforms.com/299868>. Also, if you use the Foundation's name in any promotional materials or press releases, please be sure to send them to me for approval by our communications team prior to usage.

Thank you for your commitment to mentoring students in the tradition of liberty, we're very excited to be partnering with you for the coming academic year!

Best,

Steve

STEPHEN SWEET

Program Manager, Higher Education

Charles Koch Foundation

PH: [202.215.7491](tel:202.215.7491)

charleskochfoundation.org<<http://www.charleskochfoundation.org/>>

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
4. Why did you attend this lecture?
☐ In class ☐ Extra Credit ☐ Interest in Topic ☐ Interest in speaker ☐ Other _____

On a scale of 1 to 6, with 6 being strongly agree and 1 being strongly disagree, how would you rate the speaker on the following statements?

- | | Strongly
Disagree | 1 | 2 | 3 | 4 | 5 | Strongly
Agree |
|---|----------------------|---|---|---|---|---|-------------------|
| 5. The speaker was engaging. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. If it were offered, I would take a class taught by the speaker. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. I found the speaker's arguments were rooted in fact. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. I found the speaker's arguments to be clear and easy to follow. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. I am interested in learning more about the ideas discussed in the lecture. | | 1 | 2 | 3 | 4 | 5 | 6 |
10. Prior to the lecture, how familiar were you with the topic(s) discussed?
☐ Unfamiliar ☐ Somewhat Familiar ☐ Very Familiar
11. To what extent did the content of the lecture improve your understanding of the ideas discussed?
☐ Not at all ☐ Somewhat ☐ Significantly.

Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
4. Why did you attend this lecture?
☐ In class ☐ Extra Credit ☐ Interest in Topic ☐ Interest in speaker ☐ Other _____

On a scale of 1 to 6, with 6 being strongly agree and 1 being strongly disagree, how would you rate the speaker on the following statements?

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Disagree | 1 | 2 | 3 | 4 | 5 | Strongly
Agree |
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☐ Not at all ☐ Somewhat ☐ Significantly.

Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____



University:

Program Title (if any):

Program Leader Name:

Date Submitted:

Grant Awarded: \$

Remaining Funds: \$

Budget

1.) Explain any discrepancies between the actual and intended use of the funds.

Activities

2.) What were the activities conducted AND how many students were reached through each activity? Examples of relevant information could include **brief event descriptions, course syllabi, completed student projects**, etc. The following format is optional.

Activity	Description	Number of Participants
e.g. lecture by Bob Smith	Lecture introducing public choice.	about 80 students
e.g. Fall reading group	Met 2 hours each week to discuss book chapters and articles. Schedule of readings attached.	12 students

Results

3.) We would welcome the opportunity to help your students, whether they were direct participants in the program or not, pursue the next step in their professional or academic development. As stated in the email accompanying this form, we request the following information at your discretion, with your students' permission to share their information with the Charles Koch Foundation and/or Charles Koch Institute, and in compliance with your school's student privacy policies and applicable federal and state law. Please note this means student information will not be shared with third parties. We will use the contact information to keep students apprised of career and educational opportunities through the Charles Koch Institute and Foundation as well as several of our partner organizations. We will also provide students with other educational information.

For the "Opportunity" section in the table below, any information regarding activities related to graduate school, fellowship/educational seminars, non-profit employment or internships, academic conferences, or on campus students groups is especially valuable.

Student E-mail (preferably <i>not</i> a ".edu")	First Name	Last Name	Opportunity	Anticipated Graduation Date
jjones@gmail.com	John	Jones	Hired as intern at Cato; also attending IHS Summer Seminar; volunteered to help at Bob Smith's lecture	June 2012

4.) Please provide any additional information or thoughts on the activities conducted and their impact on your campus community.

5.) We appreciate your feedback. If there is anything we can do to improve your experience working with the Charles Koch Foundation, please let us know.

Jenkins, Wanda

From: Jonsson, Petur
Sent: Wednesday, February 05, 2014 10:02 AM
To: Tavakoli, Assad; Taylor, Ulysses; Okhomina, Donatus; Chung, HoEun; Hershey, Lewis B.; Jewell, Carolyn; Nijhawan, Inder; Okpala, Amon; Phelan, Steven; Pistrui, David; Ritz, Wendy; Shaw, Yolanda; Stringham, Edward; Wane, Abdoul
Cc: 'Stephen.Sweet@charleskochfoundation.org'
Subject: FW: Nominate Students for FEE and IHS Seminars

All:

I am forwarding you an email I just received from Steven Sweet at the Koch foundation. This includes opportunities for attending FEE and IHS seminars in the summer and all that the students have to pay is travel. Please nominate any students who you think would benefit from this.

The closest of the FEE seminars is in Decatur, GA, July 22-25 (about 5-6 hour drive from here) titled "Life is Improv: How Art, Culture, and the Free Market make the World Beautiful". I believe that this session in particular would be of interest to some of the art students currently taking ENTR 300.

All the best

Petur



Dr. Petur O. Jonsson
Professor & Chair of the Department of Finance, Economics, Entrepreneurship & Marketing
384 School of Business and Economics
Fayetteville State University
Fayetteville, NC 28301-4252

Phone: 910-672-1984
Fax: 910-672-2065

From: Stephen Sweet [<mailto:stephen.sweet@charleskochfoundation.org>]
Sent: Tuesday, February 04, 2014 4:30 PM
To: Jonsson, Petur
Subject: Nominate Students for FEE and IHS Seminars

Dr. Jonsson,

Exciting news: the Institute for Humane Studies (IHS) and the Foundation for Economic Education (FEE) will be hosting summer seminars for interested students, recent grads, and rising professionals. Please forward this on to any of your students who may be interested.

- **Nominate a student to attend an IHS or FEE summer seminar.**
- **Students:** If you would like us to nominate you for an IHS or FEE summer seminar [click here](#).

At the end of these seminars, participants will walk away with a better understanding of classical liberal thought, new career possibilities, and a network of like-minded friends!

In addition, all attendees receive a full scholarship covering housing, meals, and books. (*Note, however, that participants are responsible for their travel costs.*)

Get in touch with any questions--I'm happy to serve as a resource!

Best,

Steve

STEPHEN SWEET

Program Manager, Higher Education

Charles Koch Foundation

1515 N. Courthouse Road, Suite 200

Arlington, VA, 22201, US

PH: 202.215.7491

charleskochfoundation.org | [Update Preferences](#) | [Get Connected](#)

P.S. Do you have any students that want to get paid this summer to advance liberty? Have them apply for the Koch Internship Program or the Koch Summer Fellow Program! The deadline is March 1.

Jenkins, Wanda

From: McElveen, Gregory
Sent: Thursday, February 06, 2014 5:36 PM
To: Tavakoli, Assad
Subject: FW: Grant Award
Attachments: Lecture Series Questionnaire 2013-14.docx; UG msmt report.doc

In follow-up to our conversation this evening, the Koch Foundation is requesting two items:

- 1) a brief questionnaire to be completed by students attending guest speaker events funded by Koch, providing the students' evaluation of the speaker
- 2) a brief report to be completed by Dr. Stringham, detailing how he used the Koch grant

This particular item does not appear to need any further follow-up from the Dean's Office. Dr. Stringham does reference another related email that he sent you that does require a response from your office; however, I have not seen that email.

From: Tavakoli, Assad
Sent: Friday, January 24, 2014 4:04 PM
To: McElveen, Gregory
Subject: FW: Grant Award

Please see attached and check with Terrance to see if the Legal Office needs to review/process it.

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

From: Edward Stringham [<mailto:edward.stringham@gmail.com>]
Sent: Monday, January 20, 2014 8:27 PM
To: Tavakoli, Assad; Mayle-Hill, Mabel
Cc: Taro, Maria
Subject: Fwd: Grant Award

Dear Dr. Tavakoli,

All right. Here is the letter that the Koch Foundation wrote us about giving \$15,000 to support my programs.

I will need to be spending the money on what I said I would spend the money on (Music Video Contest, speakers, bringing students to conferences, etc.). Should send it to the same Dean's Unrestricted Account that I had the \$7,000 I was awarded from them in May 2011 or shall I have it go to another account?

In a few minutes I will forward an email from them that they would like from your office or another party at the university.

Dear Ms. Hill,

Two and a half years ago I received a \$7,000 award from the Koch Foundation that went to the Dean's Unrestricted Account

(see the announcement here: http://wpblog.uncfsu.edu/fsu_news/2011/05/24/the-charles-g-koch-charitable-foundation-awards-grant-to-fsu%E2%80%99s-school-of-business/)

and in Fall 2012 you and I used part of that to help finance part the drink expenses for my Fall 2012 conference on "What would an ideal program in entrepreneurship look like?" I believe that is the only debit I have made from that \$7,000, so let me know otherwise. One additional one I would like to make is to reimburse our MBA student Mitch Harrower's attendance to Freedom Fest in Las Vegas. (I believe the amount is \$1,000 but Maria will be bringing the specific form.) Presuming this additional \$15,000 will be going into this account, I will be having some additional expenses from this account, or if we should have the grant go directly into a different account let me know.

Regards,
Ed

Edward Peter Stringham, Ph.D.
L.V. Hackley Distinguished Professor for the Study of Capitalism and Free Enterprise
School of Business and Economics
Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301

+1-910-672-1837
www.ssrn.com/author=685664
<http://www.uncfsu.edu/sbe/hackley-chair>

----- Forwarded message -----

From: **Stringham, Edward** <estringh@uncfsu.edu>
Date: Tue, Dec 10, 2013 at 1:28 PM
Subject: FW: Grant Award
To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>

From: Sweet, Stephen[SMTP:STEPHEN.SWEET@CHARLESKOCHFOUNDATION.ORG]
Sent: Tuesday, December 10, 2013 1:28:37 PM
To: Stringham, Edward
Subject: Grant Award
Auto forwarded by a Rule

Ed,

I am pleased to inform you that the board of the Charles Koch Foundation has approved a grant in the amount of \$15,000 for activities to be executed under your control and supervision according to the proposal submitted by the University. You should receive the check within 2-3 weeks, but if you have any questions in the interim please don't hesitate to let me know.

The attached documents are to be used throughout the year. I've included a copy of this year's reporting document and a survey to give lecture attendees. If you'd prefer to have students fill out the survey online, you can use this link: <http://www.tfaforms.com/299868>. Also, if you use the Foundation's name in any promotional materials or press releases, please be sure to send them to me for approval by our communications team prior to usage.

Thank you for your commitment to mentoring students in the tradition of liberty, we're very excited to be partnering with you for the coming academic year!

Best,

Steve

STEPHEN SWEET

Program Manager, Higher Education

Charles Koch Foundation

PH: [202.215.7491](tel:202.215.7491)

charleskochfoundation.org<<http://www.charleskochfoundation.org/>>

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
4. Why did you attend this lecture?
☐ In class ☐ Extra Credit ☐ Interest in Topic ☐ Interest in speaker ☐ Other _____

On a scale of 1 to 6, with 6 being strongly agree and 1 being strongly disagree, how would you rate the speaker on the following statements?

- | | Strongly Disagree | 1 | 2 | 3 | 4 | 5 | Strongly Agree |
|---|-------------------|---|---|---|---|---|----------------|
| 5. The speaker was engaging. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. If it were offered, I would take a class taught by the speaker. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. I found the speaker's arguments were rooted in fact. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. I found the speaker's arguments to be clear and easy to follow. | | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. I am interested in learning more about the ideas discussed in the lecture. | | 1 | 2 | 3 | 4 | 5 | 6 |
10. Prior to the lecture, how familiar were you with the topic(s) discussed?
☐ Unfamiliar ☐ Somewhat Familiar ☐ Very Familiar
11. To what extent did the content of the lecture improve your understanding of the ideas discussed?
☐ Not at all ☐ Somewhat ☐ Significantly.

Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
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|---|-------------------|---|---|---|---|---|----------------|
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Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____



University:

Program Title (if any):

Program Leader Name:

Date Submitted:

Grant Awarded: \$

Remaining Funds: \$

Budget

1.) Explain any discrepancies between the actual and intended use of the funds.

Activities

2.) What were the activities conducted AND how many students were reached through each activity? Examples of relevant information could include **brief event descriptions, course syllabi, completed student projects**, etc. The following format is optional.

Activity	Description	Number of Participants
e.g. lecture by Bob Smith	Lecture introducing public choice.	about 80 students
e.g. Fall reading group	Met 2 hours each week to discuss book chapters and articles. Schedule of readings attached.	12 students

Results

3.) We would welcome the opportunity to help your students, whether they were direct participants in the program or not, pursue the next step in their professional or academic development. As stated in the email accompanying this form, we request the following information at your discretion, with your students' permission to share their information with the Charles Koch Foundation and/or Charles Koch Institute, and in compliance with your school's student privacy policies and applicable federal and state law. Please note this means student information will not be shared with third parties. We will use the contact information to keep students apprised of career and educational opportunities through the Charles Koch Institute and Foundation as well as several of our partner organizations. We will also provide students with other educational information.

For the "Opportunity" section in the table below, any information regarding activities related to graduate school, fellowship/educational seminars, non-profit employment or internships, academic conferences, or on campus students groups is especially valuable.

Student E-mail (preferably <i>not</i> a ".edu")	First Name	Last Name	Opportunity	Anticipated Graduation Date
jjones@gmail.com	John	Jones	Hired as intern at Cato; also attending IHS Summer Seminar; volunteered to help at Bob Smith's lecture	June 2012

4.) Please provide any additional information or thoughts on the activities conducted and their impact on your campus community.

5.) We appreciate your feedback. If there is anything we can do to improve your experience working with the Charles Koch Foundation, please let us know.

Jenkins, Wanda

From: Phelan, Steven
Sent: Friday, March 14, 2014 9:56 AM
To: Pistrui, David
Subject: Fwd: Appendix A FSU PhD in Entrepreneurship
Attachments: AcademicProgramReview_Process.pdf; ATT00001.htm

FYI

Sent from my iPhone

Begin forwarded message:

From: Courtney Thornton <cth Thornton@northcarolina.edu>
Date: March 14, 2014 at 8:49:55 AM EDT
To: "Young, Jon" <jyoung@uncfsu.edu>
Cc: "Christopher S. Brown" <csbrown@northcarolina.edu>, "GILLIS-OLION, MARION" <molion@uncfsu.edu>, "Tavakoli, Assad" <atavakoli@uncfsu.edu>, "Anderson, James" <janderson@uncfsu.edu>, "Phelan, Steven" <sphelan@uncfsu.edu>, "Hilton, Doreen" <dhilton@uncfsu.edu>, "Stringham, Edward" <estringh@uncfsu.edu>, "Jackson, Pamela" <pjackson@uncfsu.edu>, Courtney Thornton <cth Thornton@northcarolina.edu>, "Christopher S. Brown" <csbrown@northcarolina.edu>
Subject: Appendix A FSU PhD in Entrepreneurship

Hello Jon and colleagues,

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Thank you,
Courtney

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Fax: (919) 843-4942

Email: cth Thornton@northcarolina.edu

From: Young, Jon [<mailto:jyoung@uncfsu.edu>]

Sent: Thursday, February 27, 2014 5:25 PM

To: Courtney Thornton

Cc: Christopher S. Brown; GILLIS-OLION, MARION; Tavakoli, Assad; Anderson, James; Phelan, Steven; Hilton, Doreen; Stringham, Edward; Jackson, Pamela

Subject: RE: Action requested: Appendix A FSU PhD in Entrepreneurship

Dear Courtney,

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Sent: Thursday, January 30, 2014 3:54 PM

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Cc: Christopher S. Brown; GILLIS-OLION, MARION; Tavakoli, Assad; Anderson, James; Phelan, Steven; Hilton, Doreen; Courtney Thornton

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Cc: Christopher S. Brown; GILLIS-OLION, MARION; Tavakoli, Assad; GILLIS-OLION, MARION; Anderson, James; Phelan, Steven; Hilton, Doreen
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Sent: Thursday, March 21, 2013 2:57 PM
To: molion@uncfsu.edu; Young
Cc: Christopher S. Brown; Courtney Thornton
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Attention to these questions now will make it possible for us to move the review process forward expeditiously, upon BOG approval of a revised mission.

Kind regards,
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Email: cthorton@northcarolina.edu

Process for Planning and Establishment of New Baccalaureate Degree Program:

Appendix A – Request for Authorization to Plan a New Degree Program

Appendix C – Request for Authorization to Establish a New Degree Program

Appendix A Review	Appendix A submitted to GA GA acknowledges receipt <i>within 48 hrs.</i>	<i>Within four weeks</i>	GA responds with approval to move forward with request	GA approves and invites submission of Appendix C	Campus submits Appendix C <i>within four months</i>
			or		
			GA responds with questions; campus replies <i>within four weeks</i>		

Appendix C Review	Appendix C submitted to GA GA acknowledges receipt <i>within 48 hrs.</i>	<i>Within four weeks</i>	GA responds that proposal is complete	Completed Appendix C is posted to Academic Planning Website for <i>four weeks</i> for system-wide review and comments	GA reviews comments received	<i>Within two weeks</i>	GA is prepared to make recommendation to EPPP Committee	GA makes recommendation to EPPP Committee
			or				or	
			GA requests information; campus replies <i>within four weeks</i>				Campus notified of any remaining issues; campus replies <i>within four weeks</i>	

BOG Action	Upon GA recommendation degree program brought to next EPPP Committee meeting	Upon EPPP Committee approval degree program brought to next BOG meeting	BOG acts on EPPP Committee recommendation
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Process for Planning and Establishment of New Masters Degree Program:

Appendix A – Request for Authorization to Plan a New Degree Program

Appendix C – Request for Authorization to Establish a New Degree Program

Appendix A Review	Appendix A submitted to GA <i>GA acknowledges receipt within 48 hrs.</i>	<i>Within four weeks</i>	GA responds with approval to move forward with request	GA approves and invites submission of Appendix C	Campus submits Appendix C <i>within four months</i>
			<i>or</i>		
			GA responds with questions; campus replies <i>within four weeks</i>		

Appendix C Review	Appendix C submitted to GA <i>GA acknowledges receipt within 48 hrs.</i>	<i>Within four weeks</i>	GA responds that proposal is complete	Completed Appendix C is forwarded to the UNC Graduate Council for a <i>four-week</i> review period. Graduate Deans submit their campus comments to GA for information and consideration	GA reviews comments received	<i>Within two weeks</i>	GA is prepared to make recommendation to EPPP Committee	GA makes recommendation to EPPP Committee
			<i>or</i>				<i>or</i>	
			GA requests information; campus replies <i>within four weeks</i>				Campus notified of any remaining issues; campus replies <i>within four weeks</i>	

BOG Action	Upon GA recommendation degree program brought to next EPPP Committee meeting	Upon EPPP Committee approval degree program brought to next BOG meeting	BOG acts on EPPP Committee recommendation
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Process for Planning and Establishment of New Doctoral Degree Program:

Appendix A – Request for Authorization to Plan a New Degree Program

Appendix C – Request for Authorization to Establish a New Degree Program

Appendix A Review	Appendix A submitted to GA GA acknowledges receipt <i>within 48 hrs.</i>	Within six weeks	GA responds that proposal is complete	Completed Appendix A is forwarded to the UNC Graduate Council for review and discussion/vote at the <i>next quarterly</i> Graduate Council meeting	Within two weeks	If Council vote is positive and key decision-making criteria are met, GA will authorize permission to plan new doctoral program		GA/EPPP approves and invites submission of Appendix C	Campus submits Appendix C <i>within four months</i>
			or						
			If Council vote is positive and key decision-making criteria are not clearly met, GA will forward recommendation to EPPP Committee for consideration and vote						
			or						
			GA requests information; campus replies <i>within four weeks</i>			If Council vote is negative, campus may revise and re-submit Appendix A; Campus re-submits <i>within four weeks</i>			

Appendix C Review	Appendix C submitted to GA GA acknowledges receipt <i>within 48 hrs.</i>	Within six weeks	GA responds that proposal is complete	Completed Appendix C is forwarded by GA to selected external reviewers	Within ten weeks	External reviews sent to campus / campus notified whether reviews will be sent to Graduate Council Subcommittee	Within two weeks	GA is prepared to make recommendation to EPPP Committee	GA makes recommendation to EPPP Committee
			or						
			GA requests information; campus replies <i>within four weeks</i>				Within four weeks	If utilized, Graduate Council Subcommittee will respond to GA	

BOG Action	Upon GA recommendation degree program brought to next EPPP Committee meeting	Upon EPPP Committee approval degree program brought to next BOG meeting	BOG acts on EPPP Committee recommendation
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Jenkins, Wanda

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Sent: Friday, March 14, 2014 8:50 AM
To: Young, Jon
Cc: Christopher S. Brown; GILLIS-OLION, MARION; Tavakoli, Assad; Anderson, James; Phelan, Steven; Hilton, Doreen; Stringham, Edward; Jackson, Pamela; Courtney Thornton; Christopher S. Brown
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Jenkins, Wanda

From: Tavakoli, Assad
Sent: Friday, April 25, 2014 4:51 PM
To: Annie.Hsiao@charleskochfoundation.org
Cc: Stringham, Edward
Attachments: AppendixA Revised- FSUPhDinEntrepreneurship 02-05-2014.docx

Annie,

I certainly enjoyed meeting you and am excited that we have the financial support of Koch Foundation to establish a Ph.D. program in Entrepreneurship. I will look into establishing a 501C3 corporation to support the study of The Principled Entrepreneurhope.

For your information, I have attached the proposal (Appendix A) for establishing the Ph.D. program. Please note that we could not submit the proposal before to the approval of change in the University mission.

I look forward to working with you on existing and future projects.

Regards,
Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

Fayetteville State University

**Doctor of Philosophy in
Entrepreneurship**

Request for Authorization to Plan

APPENDIX A
UNIVERSITY OF NORTH CAROLINA
REQUEST FOR AUTHORIZATION TO PLAN
A NEW DEGREE PROGRAM

Date: January 24, 2013

Constituent Institution: Fayetteville State University

CIP Discipline Specialty Title: Entrepreneurship/Entrepreneurial Studies

CIP Discipline Specialty Number: 520701 Level: D

Exact Title of the Proposed Program: Ph.D. in Entrepreneurship

Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.): Ph.D.

Does the proposed program constitute a substantive change as defined by SACS? Yes ☒ No ☐

If yes, please briefly explain.

The SACSCOC classification of Fayetteville State University is currently Level 5 (offering degrees through the doctoral level), but Fayetteville State University plans to submit a prospectus to SACS indicating expanding at current degree level (significant departure from current programs).

Proposed date to establish degree: *August, 2015*

1. Description of the Proposed Degree Program

a. A brief description of the program and a statement of educational objectives

The proposed program will prepare future generations of scholars to teach and advance knowledge in the field of entrepreneurship and innovation. The program will focus on research and immerse doctoral students in evaluating and contributing to the academic literature on entrepreneurship, and advancement of the field. The program will have a strong emphasis on training students to be productive scholars in the areas of teaching, researching, and leading program development.

The mission of the FSU Ph.D. in entrepreneurship is to train the next generation of entrepreneurship professors who are capable of: 1) publishing in quality, refereed journals, 2) serving as effective teachers of entrepreneurship, and 3) supporting economic development and transformation throughout the region. This mission will be supported by a number of educational objectives, which aim to:

- Teaching students to analyze, evaluate and make theoretical and empirical contributions to advance scholarship in entrepreneurship, culminating in a research-oriented Ph.D. in Entrepreneurship;
- Prepare students for academic careers in entrepreneurship by providing rigorous instruction in the foundations, theories, and advanced empirical methods of entrepreneurship research along with training and practice in entrepreneurship pedagogy.
- Provide students with the tools and support to expand the base of research in entrepreneurship;
- Enhance the educational experience in entrepreneurship for all students, graduate and undergraduate at FSU.

Overview of Proposed Curriculum

This section provides an overview of the proposed curriculum that has been designed to meet our mission and educational goals. The Ph.D. program will comprise require 72 postbaccalaureate semester hours with 48 semester hours of coursework and 24 hours of dissertation credit. The program of study for the Ph.D. in Entrepreneurship has seven components: breadth courses, foundation seminars, entrepreneurship seminars, a dissertation component, a teaching component, a qualifying exam, and final examination. The program will be designed so that all students meet both the Graduate School and the School of Business & Economics minimum hour requirements. Further details on each section are outlined below:

Breadth Courses / Prerequisites for the Doctoral Program (18 hours)

Our students will be expected to have a familiarity with a broad range of business topics *before* entering the program. As such, they will be required to have completed the following graduate courses (or their equivalents):

- ACCT550 Principles of Accounting
- BADM530 Principles of Business Statistics
- ECON540 Fundamentals of Economics

- FINC560 Foundations of Finance
- MKGT570 Fundamentals of Marketing
- MGMT675 New Ventures and Entrepreneurship

Most students with MBAs will have already taken all or most all of these prerequisites, but the Ph.D. program will not require an MBA or another master's degree for admission. Students lacking prior instruction in these areas will be required to take these courses from the FSU MBA program prior to admission to the Ph.D. program.

Ph.D. Foundation Courses (12 hours)

These courses will expose students to a set of foundational literatures that will inform further studies in entrepreneurship. The foundation courses will also enable students to teach these subjects at undergraduate or MBA level as required.

- Survey of Organizational Behavior
- Survey of Organizational Theory
- Survey of Organizational Economics
- Survey of Business Strategy

Ph.D. Entrepreneurship Seminars (24 hours)

The entrepreneurship seminar series forms the backbone of the program. Each student will need to take the following entrepreneurship seminars:

- Survey of Entrepreneurship Theory
- Advanced Topics in Entrepreneurship Theory
- Survey of Entrepreneurial Economics
- Advanced Topics in Entrepreneurial Economics
- Psychology of Entrepreneurship
- Sociology of Entrepreneurship
- Entrepreneurship and Organizational Economics
- Strategic Entrepreneurship

Research Methods (12 hours)

Students in the Ph.D. program will take the following methods courses:

- Quantitative Methods
- Advanced Quantitative Methods
- Philosophy of Science
- Qualitative and Mixed Methods

Courses will be conducted on a two-year rotating schedule so that each seminar will be offered once every two years. The courses that build on each other will be delivered sequentially across a given year. Year A is not a pre-requisite for Year B and vice versa. This innovation was copied from the University of Texas at Dallas, where one of our distinguished faculty taught doctoral seminars on a similar rotation.

YEAR A

Fall

Survey of Entrepreneurship Theory
Survey of Organizational Behavior
Survey of Strategy
Philosophy of Science

Spring

Advanced Topics in Entrepreneurship Theory
Psychology of Entrepreneurship
Strategic Entrepreneurship
Qualitative and Mixed Methods

YEAR B

Fall

Survey of Entrepreneurial Economics
Survey of Organizational Theory
Survey of Organizational Economics
Quantitative Methods

Spring

Advanced Topics in Entrepreneurial Economics
Sociology of Entrepreneurship
Entrepreneurship and Organizational Economics
Advanced Quantitative Methods

Qualifying Exam

Upon completion of all required coursework, students will take a qualifying examination. The qualifying exam will be a written exam consisting of two four-hour sessions, administered on consecutive days. The intent of the qualifying exam is to test students' mastery of the body of knowledge, and to demonstrate their familiarity with current research in the field. The qualifying exam will, therefore, cover topics addressed during doctoral coursework, seminars, and from current and recent journals. The qualifying examination will be written and graded by a designated committee.

Dissertation (24 hours)

Upon successful completion of a qualifying exam, a student will select an Advisory Committee. An Advisory Committee will consist of three members selected by the student and approved by the Program Director and one Graduate Faculty Representative appointed by the Dean of the Graduate School. Additionally, the student will need to be continuously enrolled in dissertation hours. In the fall and spring semesters, in addition to being enrolled in dissertation hours, a student who has passed the qualifying exam must also be enrolled in a Dissertation Research Seminar. Students thus complete six semester credit hours per semester in the third and fourth years of the program.

Teaching Component

The program will also be designed to develop the student's skills in pedagogy. First, students will gain teaching experience through employment as teaching and research assistants during the first years of the program. Students without prior teaching experience will be assigned a

facultyteaching mentor and will be required to attend a teaching workshop. After a year or two in the program, students will teach one or two courses as teaching assistants. The combination of apprenticeship training through the teaching assistantships, formal pedagogy, and actual instructor experience will allow Ph.D. students to develop their pedagogical skills along with their research skills.

Final Examination

After meeting all other requirements, including the completion of a written dissertation, the doctoral candidate will undertake a final examination. This examination will require an oral defense before the candidate's committee and an external representative appointed by the Graduate Dean. The Ph.D. degree is conferred when the dissertation is successfully defended.

Throughout the curriculum students will see a strong emphasis on the importance of research. In fact we believe student placement performance will be dependent on students graduating with multiple publications either accepted or under review at reputable research journals. After recruiting students who are capable of meeting this standard, the curriculum will aim to provide them with the necessary tools to succeed as productive researchers.

1b. The relationship of the proposed new program to the institutional mission

Entrepreneurship education has been identified as one of the top 10 regional economic priorities in the five year strategic plan *Our Time, Our Future*, adopted by the Board of Governors in February 2013. References to the importance of entrepreneurship for the state are scattered throughout the document:

- It is our responsibility to ensure that these advantages are matched by a technological infrastructure and an entrepreneurial ethos that enable the University to compete effectively without compromising core values (p. 7)
- We will support and reward faculty who demonstrate an entrepreneurial spirit and seek new frontiers of knowledge, commercialize technology, and create opportunities for students (p. 11);
- Recruiting entrepreneurially-minded graduate students (see section 3) will result in an increase in graduate program enrollment, improvements in graduate program graduation rates, and an increase in the percentage of graduates choosing to remain and work in North Carolina (p. 32)
- UNC should be a destination and a home for engaged and entrepreneurial faculty, students, and staff, while building on its historic strengths to become an even more trusted partner for the state's business, nonprofit, and government leaders (p. 56)
- North Carolina must identify and grow a cadre of highly talented, entrepreneurial students (p. 66).

The mission of Fayetteville State University is predicated on "developing programs in unique and emerging fields" while the School of Business and Economics mission emphasizes the importance of assisting in "regional economic transformation by promoting entrepreneurial and

economic education.” The proposed degree program will train doctoral students to pursue the highest levels of scholarship, leadership, and ethical standards in this emerging field, while enabling graduates to share what they have learned throughout the region and around the world. Fayetteville State University has a long history of educating facilitators of learning and currently offers a doctorate in educational leadership. The addition of a second doctoral program will significantly strengthen the University’s mission to create “global citizens and leaders as change agents for shaping the future.”

1c. The relationship of the proposed new program to existing programs at the institution and to the institution’s strategic plan

The Ph.D. program in Entrepreneurship will be separate from the undergraduate and MBA concentrations in entrepreneurship but many synergies will exist. Entrance requirements to the Ph.D. program in Entrepreneurship will be much more selective than other programs at the institution and the most sought after candidates will have two years of experience working in business or an entrepreneurial venture and possess outstanding GMAT scores (650+). Otherwise highly qualified doctoral students who do not meet all the breadth or prerequisite requirements can take courses in the MBA program. Existing programs will benefit from the Ph.D. program in a few ways. The Ph.D. students will be trained to be effective teachers and contribute to teaching in the undergraduate program. This will in turn free up senior faculty to teach relatively lower enrollment Ph.D. courses.

FSU’s Strategic Plan states that the University will provide academically rigorous and relevant programs that enhance its attractiveness to prospective students. The UNC Board of Governors Special Committee Report on Community and Economic Development stated, “Our universities need to emphasize entrepreneurship and leadership across all disciplines both inside and outside the classroom.... The spirit and skills of entrepreneurship should be infused across disciplines, working with businesses and communities.”

1d. Special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program

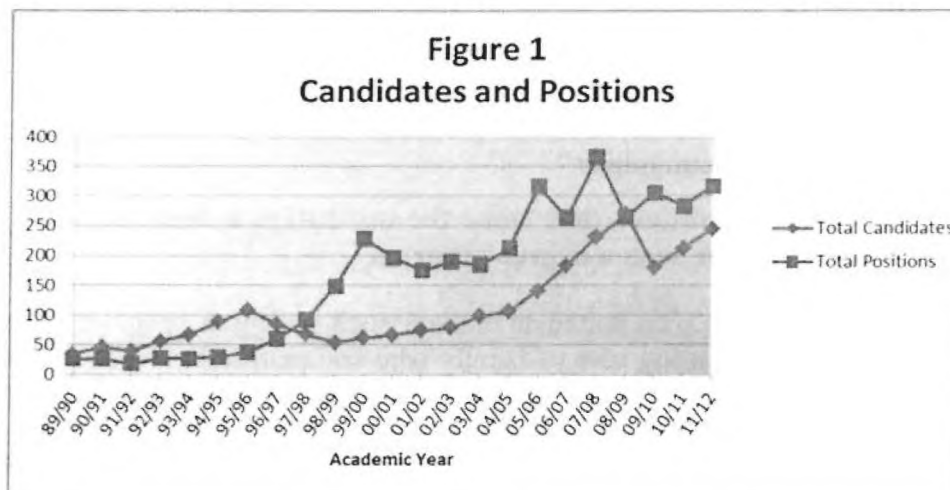
Fayetteville State University is well suited to initiate such a degree program. The School of Business and Economics has a strong core of faculty who are qualified to teach doctoral courses. Evidence of the strength of the faculty is apparent from the School’s top 100 U.S. Business School ranking by the Social Science Research Network, which has a main ranking based on downloads of professors’ research. The caliber of faculty recently increased with the appointment of an endowed chair in entrepreneurship with some experience in Austrian economics. An additional chair in economics remains to be filled.

In October 2012, the University hosted a conference entitled, “What would an ideal program in entrepreneurship look like?” The objective was to assess demand for and shape aspects of the proposed program. The conference was attended by 15 professors from universities across the country; including, Columbia, University of Virginia, and Yale. Jane Shaw of the Pope Foundation for Higher Education Policy also attended the conference and concluded that FSU was uniquely qualified to offer the proposed degree program. Conference participants suggested that FSU leverage its current faculty strengths in Austrian economics to develop a clear niche for the program.

The University is well-positioned to be the first HBCU to offer a doctorate in entrepreneurship. It is well documented that minority groups are underrepresented among academic faculty. African-Americans, for example, represent only 3.8 percent of faculty at AACSB-accredited business schools. As the only HBCU among the top 100 business schools in the SSRN rankings, Fayetteville State is in an excellent position to implement a Ph.D. program to address this diversity gap. Currently only two HBCUs offer business and economics related doctorates,¹ and Fayetteville State will be the only HBCU to offer a doctorate in entrepreneurship.²

2. Provide documentation of student demand and evidence of the proposed program's responsiveness to the needs of the region, state, or nation.

Todd Finkle and his colleagues have tracked the number of positions and candidates in the field of entrepreneurship for over a decade[1-3]. The most recent data from 2011-12 [2] indicate that there continues to be more positions than candidates (see Figure 1 reproduced from article). Moreover, there were only 51 candidates with a primary interest in entrepreneurship but 202 positions seeking primary entrepreneurship expertise [2]. He states, "These numbers indicate opportunities for candidates specializing in entrepreneurship as their primary area of expertise" (p. 100). We agree there is a gap in the market for primary entrepreneurship faculty.



The strong demand for Entrepreneurship Ph.D.s may also be inferred from the average 9 month salaries among entrepreneurship professors at AACSB accredited schools. Currently, annual

¹ Howard University offers a doctorate in economics and Morgan State University offers a doctorate in business administration. www.hr.vt.edu/oea/equityinitiatives/faculty-search-resources/documents/hbcu-doctoral-programs.pdf

² AACSB (2010, p.34) *Business School Data Trends and 2010 List of Accredited Schools*. Tampa, Florida: AACSB.

salaries for assistant and full professors in this discipline are higher than most other disciplines and exceed \$100,000 and \$150,000 respectively.³

Survey of Entrepreneurship Faculty Salaries at AACSB Accredited Schools 2002–2012

Year	Professor	Positions	Schools	Associate Professor	Positions	Schools	Assistant Professor	Positions	Schools
2002–2003	\$110,300	98	73	\$92,600	47	39	\$82,300	79	54
2003–2004	\$117,100	95	74	\$92,300	68	54	\$85,700	96	69
2004–2005	\$119,800	108	85	\$95,200	67	49	\$88,200	96	67
2005–2006	\$125,500	101	84	\$96,300	69	55	\$92,800	91	66
2006–2007	\$128,300	120	90	\$99,700	76	61	\$93,600	108	76
2007–2008	\$138,500	137	103	\$104,800	85	71	\$95,600	123	84
2008–2009	\$150,200	136	105	\$112,100	107	85	\$100,100	149	96
2009–2010	\$147,400	151	110	\$110,200	122	93	\$98,700	166	103
2010–2011	\$144,000	160	116	\$110,100	128	97	\$100,800	173	114
2011–2012	\$150,300	157	117	\$112,500	137	101	\$104,200	194	124

Source: AACSB International. 2002–2012. Global Salary Survey

In the absence of enough Ph.D.s in Entrepreneurship, many business schools in North Carolina and the nation are filling positions with marginal candidates. Anecdotal evidence from colleagues at the Annual Academy of Management meeting, the major recruiting conference for accredited business schools, suggests that up to half of the candidates held doctoral qualifications from unaccredited schools, like the University of Phoenix. Another recent study of 300

³ Across all disciplines the average assistant professor earns \$65,257 and the average full professor earns \$110,488 Chronicle of Higher Education (2011) "Faculty Salaries Vary by Institution Type, Discipline" *Chronicle of Higher Education*, April 11, 2011.

entrepreneurship faculty from 70 accredited and 20 unaccredited programs found that only 25% of faculty had published in academic entrepreneurship journals, and over 40% had no academic publications at all[4].

Survey of Demand

To obtain a quantitative estimate of potential demand, Fayetteville State conducted a survey (using the website Survey Monkey) in November 2012. The survey was distributed in three ways: (1) by email to 486 GRE test takers from North Carolina who took the test since summer 2011 and indicated interest in a business and economics related fields; (2) through Facebook advertisements that targeted college graduates in North Carolina who indicated entrepreneurship as an area of interest; and (3) through email that was distributed to professors and listservs containing the names of students interested in the field of business and economics. The front page of the survey stated, "Have you ever thought about being a college professor? If so, we are looking for your input on this short survey. Fayetteville State University, the second oldest constituent of the University of North Carolina system, is looking into the feasibility of developing a Ph.D. program in Entrepreneurship. The purpose of this survey is to get an idea of potential demand and to help shape the program," The second page provided a paragraph summary of the proposed program and 15 survey questions.

A total of 308 individuals responded to at least one question in the survey and there were around 200 responses to a typical question. Of the 179 respondents who indicated their region, 44 listed North Carolina as their home of record. The complete survey data set is available upon request, and the results are summarized below. Respondents were asked to rate their interest in various program components on a scale of 1 to 5 (with 1 being lowest and 5 being highest.):

What would be your interest in enrolling in a Ph.D. program in Entrepreneurship at Fayetteville State University?

	1	2	3	4	5	Rating Average	Response Count
	13.6% (31)	17.1% (39)	32.0% (73)	24.1% (55)	13.2% (30)	3.06	228

If you were offered a stipend of \$20,000 and tuition waiver, what would your interest be in enrolling in this program?

	1	2	3	4	5	Rating Average	Response Count
	6.2% (14)	8.9% (20)	20.0% (45)	27.1% (61)	37.8% (85)	3.81	225

How important would the following factors be to you when selecting a program in entrepreneurship?

	1	2	3	4	5	Rating Average	Response Count
Enrolling in a program that closely mimics existing Ph.D. programs in entrepreneurship	14.8% (29)	19.4% (38)	30.6% (60)	25.0% (49)	10.2% (20)	2.96	196
Enrolling in a program that has many similarities with existing	7.1% (14)	13.8% (27)	17.3% (34)	38.3% (75)	23.5% (46)	3.57	196

How important would the following factors be to you when selecting a program in entrepreneurship?							
Ph.D. programs in entrepreneurship but places an emphasis on certain specialties							
Enrolling in a program that emphasizes Austrian economics	10.7% (21)	15.3% (30)	21.4% (42)	25.0% (49)	27.6% (54)	3.43	196
Enrolling in a program that emphasizes the importance of free enterprise	3.1% (6)	5.6% (11)	13.3% (26)	32.3% (63)	45.6% (89)	4.12	195
Enrolling in a program that plans to make bold contributions to the emerging field of entrepreneurship	3.1% (6)	3.6% (7)	14.4% (28)	36.9% (72)	42.1% (82)	4.11	195
Enrolling in an elite university	3.1% (6)	5.7% (11)	20.1% (39)	32.0% (62)	39.2% (76)	3.98	194
Earning a Ph.D. in a field with above average salaries and job vacancies	1.5% (3)	3.6% (7)	13.3% (26)	36.4% (71)	45.1% (88)	4.20	195
I would not be interested in a Ph.D. in entrepreneurship so all of these characteristics are irrelevant to me	70.4% (114)	11.7% (19)	8.6% (14)	3.1% (5)	6.2% (10)	1.63	162

85 respondents (37 percent of the respondents who answered that specific question) indicated a high or very high level of interest in applying to the program with the number increasing to 146 (65 percent of the respondents who answered that specific question) if a tuition waiver and \$20,000 stipend were offered. Twenty-eight of those respondents indicated they are from North Carolina. While the program plans to have a cohort much smaller, the responses provide clear evidence of demand.

The survey also demonstrated that a majority of respondents had a high level of interest in a program that (1) has many similarities with existing programs but places an emphasis on certain specialties, (2) emphasizes Austrian economics, (3) emphasizes the importance of free enterprise, and (4) plans to make bold contributions to the emerging field of entrepreneurship.

Among the 182 respondents listing where they received or will receive their bachelors responses included:

Bentley University	Medaille College	UNC Chapel Hill
Brigham Young University	Mercy College	UNC Greensboro
Campbell University	Michigan State University	UNC Pembroke
Clarkson University	Mount Olive College	UNC Wilmington
Columbia University	North Carolina Central University	UNC Greensboro
Eastern Carolina University	North Carolina State University	Virginia Military Institute
Elon University	Salem College	Wake Forest University
Fayetteville State University	Shaw University	Western Carolina University
George Washington University	Southeastern College	Winston-Salem State University
Georgetown University	The College of William and Mary	Wofford College
Guilford College	UC Berkeley	
Harvard University	UMass Amherst	

The individual comments about the attractiveness of the program are too many to list, but some examples are:

“I have looked at the specific program in the past. I like the fact that it would be held at an HBCU and it is a program that is the only one of its kind in NC;”
“Austrian school, local proximity;” “A local doctoral program;” “Location.”

The program will recruit students from the state, nation, and beyond, but we will welcome students from the region who meet all of the entrance requirements and are likely to succeed as research scholars.

3a. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program.

The only other institution where doctoral students can study entrepreneurship in North Carolina is at UNC Chapel Hill’s Ph.D. program, where a Business Administration with a concentration in Strategy and Entrepreneurship (also referred to as the Ph.D. in Strategy and Entrepreneurship) is offered.

The program at Fayetteville State University does not duplicate the Chapel Hill program because of several factors. First, UNC Chapel Hill accepts a limited number of students with the aim of “training scholars to produce high quality research as faculty members at top universities.”, that is, Scholarly Academics. Over the past six years, UNC Chapel Hill has accrued an excellent placement record with students gaining employment at high ranked universities including:

Creighton University	University of Arizona	University of New South Wales
Marquette University	University of Hawaii	University of Tampa
University of Alabama	University of Illinois-Urbana	University of Victoria-British Columbia ⁴

Fayetteville State recognizes the need to train doctorates to work at both Tier 1 universities and universities and colleges that have not attained Tier 1 status. The program at Fayetteville State University program will be a very rigorous research degree, and we hope the best will be qualified to teach at any school. We also recognize our graduates will teach at a wide range of business schools with differing emphases on research versus teaching. The program will require students to publish on a regular basis and to hone their teaching skills. Upon graduation, students will be fully prepared for the job market and capable of successfully capturing well-paying jobs.

The program at Fayetteville State University will also have a specialization that analyzes the theory and practice of entrepreneurship from an Austrian economics perspective rather than purely from a business practice perspective. By doing so, the program will respond to the growing consensus in the entrepreneurship literature of the need to offer “An economics perspective that addresses opportunity exploration, recognition and exploitation processes largely from the lens of Austrian economics.” In a survey of prospective students (discussed below), 52.6 percent of respondents indicated an interest in an entrepreneurship program that emphasized Austrian economics. Currently, no other program has such a research focus which is an attractive and competitive strength for the proposed program at Fayetteville State University.

⁴ 82 percent of UNC Chapel Hill placements get jobs at North American universities with the remainder getting academic jobs abroad or in consulting.

Finally, UNC Chapel Hill's Ph.D. program in Business Administration offers a concentration in Strategy and Entrepreneurship as well as concentrations in Accounting, Finance, Marketing, Operations, and Organizational Behavior. UNC Chapel Hill's program only graduates one or two students each year from the Strategy and Entrepreneurship concentration whereas Fayetteville State University's exclusive focus on Entrepreneurship implies that the School will have a larger number of graduates in the entrepreneurship discipline.

3b. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.

Our core faculty has spoken with entrepreneurship faculty across the system about serving on doctoral committees and participating in doctoral seminars. The response has been uniformly positive from faculty at Western Carolina, Appalachian State, UNC Greensboro, and UNC Wilmington.

4. Are there plans to offer all or a portion of this program to students off-campus or online? If so,

a. Briefly describe these plans, including sites and method(s) of delivering instruction.

Instruction will be delivered on the Fayetteville State University campus.

b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).

No online or off-campus Entrepreneurship Ph.D. programs are based in North Carolina.

c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online:

No courses will be offered online or off-campus.

d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:

First Year Full-Time _0_ *Part-Time* _0_

Fourth Year Full-Time _0_ *Part-Time* _0_

Note: If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3)

5. Estimate the total number of students that would be enrolled in the program during the first year of operation:

Full-Time: We expect 10 students per cohort, starting in the first year.

Estimate the total number of students that would be enrolled in the program during the fourth year of operation:

Full-Time: We anticipate a total of 40 students in the program during Year 4.

6. Will the proposed program require development of any new courses:

Yes x No

If yes, briefly explain.

See Overview of Proposed Curriculum above. The breadth courses are existing MBA courses. All other courses would need to be developed, although some faculty have already delivered similar courses at other institutions.

7. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, and state the source of the new funding and resources required.)

a. **New Faculty:** Yes No x

b. **Additional Library Resources:** Yes x No

Subscriptions to two new databases that FSU and the library has resources to subscribe to.

c. **Additional Facilities and Equipment:** Yes No x

d. **Additional Other Program Support:** Yes x No
(for example, additional administrative staff, new Master's program graduate student assistantships, etc.)

Graduate assistantships. Source of funding: Private foundations

8. For graduate programs only:

a. **Does the campus plan to seek approval for a tuition differential or program specific fee for this new graduate program?**

Yes No x

b. **If yes, state the amount of tuition differential or fee being considered, and give a brief justification.**

9. For doctoral programs only:

a. **Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program.**

Faculty Infrastructure

The use of a two-year seminar rotation allows us to economize on core and associated faculty as only eight seminars will need to be delivered in any given year. We have recently hired two world-class faculty members in entrepreneurship for a total of three faculty dedicated to the doctoral program. These faculty members are identified in the table below along with some key credentials. Two of the three hires are participants in the state's Distinguished Professors Endowment Trust Fund, which demonstrates the ability of the fund to attract nationally-known academics to even the smallest campuses in the UNC system and enable us to consider expanding our doctoral programs. We have also received another \$500,000 from the Spangler Foundation to endow a professorship in economics (with an emphasis on entrepreneurial/Austrian economics). We plan to fill this endowed chair in the near future.

This will bring our core faculty to four, including three endowed chairs. This compares favorably with other programs such as the University of Louisville, which only has one endowed chair in entrepreneurship in their program but was a recipient of the USASBE National Model Ph.D. program in 2010. Each core faculty member will teach two doctoral seminars per year and chair up to five dissertation committees thus providing full coverage for all doctoral seminars and supervision for the projected 20 students in the dissertation stage at steady state. Only nine existing sections will be affected by the re-allocation of existing core faculty to the doctoral program. In the short term, adjuncts will be used to replace lost sections, while in the long run we expect doctoral students will cover these classes. We are also examining Louisville's use of influential external faculty to deliver portions of the core seminars. Our existing senior faculty members have good ties to senior faculty in entrepreneurship and economics across the country and we are confident we would be able to attract talented external faculty if we move in this direction.

Of the three existing core faculty, all three have strengths in Austrian economics. Dr Stringham is a graduate of George Mason University, well known for its Austrian economics orientation. Dr. Stringham has won the best paper award at the Society for the Development of Austrian Economics (SDAE) two times in the past 10 years and is author of one of the top five most-cited articles in the Quarterly Journal of Austrian Economics. Dr. Phelan has also published in Austrian Economics journals, and Dr. Pistrui has served as a Senior Fellow at the Austrian Economics Center in Vienna. However, this should not be interpreted to mean that our core faculty lack general expertise in entrepreneurship as Drs. Phelan and Pistrui are well published in a wide range of theoretical perspectives and analytical techniques outside Austrian economics. As mentioned above, we also hope to recruit another senior faculty member in this area.

FSU Core Faculty for Ph.D. Program	
Name	Credential Highlights
Dr. Edward Stringham Lloyd V. Hackley Endowed Professor for the Study of Capitalism and Free Enterprise	37 refereed journal articles Editor, Journal of Private Enterprise Formerly on faculty at San Jose State U. and Trinity College Specialty: Entrepreneurial Economics
Dr. Steven Phelan Distinguished Professor & Endowed Chair of Entrepreneurship	28 refereed journal articles Founding Editor, Strategic Management Review Two best paper awards at top entrepreneurship conferences Formerly on faculty at U. Texas, U. Nevada, Rowan U.

	Served on 10 doctoral committees Delivered doctoral seminars at U. Texas Former director of two entrepreneurship centers Specialty: Strategic Entrepreneurship
Dr. David Pistrui Associate Professor & Director, Center for Entrepreneurship	16 refereed journal articles Editorial board, Journal of Engineering Entrepreneurship Several guest editorships Former holder of 2 endowed chairs Formerly on faculty at Illinois Institute of Technology, Alfred U. Former director of two other entrepreneurship centers Consulting experience in 20 countries Specialty: Family Business

The core faculty will be assisted in the supervision of dissertations by other members of the School of Business & Economics; entrepreneurship faculty from across the UNC system; and invited faculty from outside the state of North Carolina. The university will require all supervising faculty to meet the school's AACSB standards for doctoral faculty, which will be higher than those used for undergraduate or MBA classes. An indicative list of current faculty that are likely to participate in the program and serve on doctoral committees includes:

Other FSU Faculty Likely to Participate in Entrepreneurship Program	
Name	Credentials
Dr. Eric Dent Professor	Ph.D., Leadership, <i>George Washington</i> MBA, <i>George Washington</i> Former Dean, UNC Pembroke Former Director, Doctor of Management Program, <i>UMUC</i>
Dr. Robert McGee Associate Professor	Ph.D., Accounting, <i>Warwick</i> ; MA, Taxation, <i>DePaul</i>
Dr. LeeBrown Assistant Professor	Ph.D., Strategy, <i>Old Dominion</i> MBA, Finance, <i>Rutgers</i>
Dr. Sarah Chung Assistant Professor	Ph.D., Marketing, <i>Purdue</i> MBA, <i>Boston University</i>
Dr. Petur Jonsson Professor	Ph.D., Economics, <i>Penn State</i> Cand. Oecon. (CandidatusOeconomices) <i>Iceland</i> Department Chair

Non-faculty Infrastructure

Fayetteville State University has access to a wealth of electronic databases and library holdings to support data-intensive and collaborative research. Subscription to only two additional databases will be required, and the library and university has funds for this. This will provide the research and scholarly infrastructure needed to publish in journals, books, and conference proceedings and to pursue external funding.

- b. **Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.**

The doctoral program will be funded from three sources: incremental formula funding from the state, tuition from students, and stipends from private donations. Approximately 5 students per year will pay the out-of-state graduate tuition rate, while five will receive stipends and tuition remission. Tuition-based students will be eligible for unfunded Stafford loans, which will cover the full amount of their tuition. Our preliminary budget calculations suggest that the program will be cash flow positive in its second year, and cash flow positive without private support in the fourth year (although we will continue to actively solicit outside support).

c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.

The university has received a written commitment of \$1.5 million from the Charles G. Koch Charitable Foundation to fund student fellowships in the program. This commitment enables us to offer stipends of \$20,000 per year to fifteen students a year. This amount compares very favorably with awards at other schools offering a Ph.D. in entrepreneurship (see table below). Each fellowship student would also receive full tuition remission.

University	Stipends/ Assistantships
Louisville University	\$18,000
University of Missouri - Kansas City	\$18,000
Calgary University	\$20,000
Syracuse University	\$18,000
University of Indiana	\$16,000
University of Colorado – Boulder	\$16,587

10. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.

Dr. Steven Phelan, Distinguished Professor of Entrepreneurship, sphelan@uncfsu.edu, 910-672-2410

Dr. Edward Stringham, L.V. Hackley Endowed Professor, estringh@uncfsu.edu, 910-672-1837

Dr. David Pistrui, Associate Professor of Entrepreneurship, Director Entrepreneurship, dpistrui@uncfsu.edu, 910-672-2474

Dr. Assad Tavakoli, Dean, atavakoli@uncfsu.edu, 910-672-1527

This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor _____ **Date** _____

REFERENCES

1. Finkle, T.A., *Trends in the market for entrepreneurship faculty from 1989-2005*. Journal of Entrepreneurship Education, 2007. **10**: p. 1-25.
2. Finkle, T.A., *Job Opportunities for Faculty in the Field of Entrepreneurship*. Journal of Applied Management and Entrepreneurship, 2013. **18**(3): p. 94.
3. Finkle, T.A. and D. Deeds, *Trends in the market for entrepreneurship faculty, 1989-1998*. Journal of Business Venturing, 2001. **16**(6): p. 613-630.
4. Kabongo, J.D. and P.H. McCaskey, *An examination of entrepreneurship educator profiles in business programs in the United States*. Journal of Small Business and Enterprise Development, 2011. **18**(1): p. 27-42.
5. AACSB. *2013 Accreditation Standards*. 2013 [cited 2013 Oct 6]; Available from: <http://www.aacsb.edu/accreditation/2013standards/>.
6. AACSB International Doctoral Education Task Force. *The Promise of Business Doctoral Education: Setting the pace for innovation, sustainability, relevance, and quality*. [PDF] 2013 [cited 2013 Oct 6]; Available from: <http://www.aacsb.edu/publications/researchreports/doctoreducation/the-promise-of-business-doctoral-education.pdf>.

Jenkins, Wanda

From: Stringham, Edward
Sent: Friday, April 25, 2014 4:51 PM
To: edward.stringham@gmail.com
Subject: FW:
Attachments: AppendixA Revised- FSUPhDinEntrepreneurship 02-05-2014.docx

From: Tavakoli, Assad
Sent: Friday, April 25, 2014 4:50:30 PM (UTC-05:00) Eastern Time (US & Canada)
To: Annie.Hsiao@charleskochfoundation.org
Cc: Stringham, Edward
Subject:

Annie,
I certainly enjoyed meeting you and am excited that we have the financial support of Koch Foundation to establish a Ph.D. program in Entrepreneurship. I will look into establishing a 501C3 corporation to support the study of The Principled Entrepreneurhope.

For your information, I have attached the proposal (Appendix A) for establishing the Ph.D. program. Please note that we could not submit the proposal before to the approval of change in the University mission.

I look forward to working with you on existing and future projects.

Regards,
Assad

A. A. Tavakoli, Ph.D.
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Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

Jenkins, Wanda

From: Jonsson, Petur
Sent: Wednesday, April 09, 2014 10:09 AM
To: 'edward.stringham@gmail.com'
Subject: RE: Dinner April 23
Attachments: Jonsson - Entrepreneurship the language of economics - March 2014.pdf

OOPS ... I thought I had attached the article: here it is.

From: Jonsson, Petur
Sent: Wednesday, April 09, 2014 10:08 AM
To: 'edward.stringham@gmail.com'
Subject: RE: Dinner April 23

My schedule is open on Wednesday the 23rd and I would be delighted to go to dinner with Adam Kissel and Annie Hsia on that day.

The presentation at NC state went really well. There were about 15 people in attendance and it was a mixed crowd made up mostly of graduate students and a few faculty. I have attached the paper I sent out for this. If you have any comments, especially about a likely outlet for this paper, I would appreciate it. Right now, I am thinking that some general linguistics or humanities journal would make more sense than an econ journal, but I am still mulling it over. Also, I am not so sure about the title. So, if you have suggestions on that I would appreciate it.

All the best

Petur

From: Edward Stringham [<mailto:edward.stringham@gmail.com>]
Sent: Tuesday, April 08, 2014 6:24 PM
To: Jonsson, Petur
Subject: Dinner April 23

Dear Petur,

It was good seeing you on Friday. How was your talk at the Austrian seminar at NC State?

As I mentioned, Adam Kissel and Annie Hsia from the Koch Foundation will be visiting Fayetteville Wednesday and Thursday April 23 to 24 and it would be great for you to join us for dinner or drinks after on Wednesday if you around. Let me know if you are still available then.

Regards,
Ed

Edward Peter Stringham, Ph.D.
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Jenkins, Wanda

From: Courtney Thornton <cthorton@northcarolina.edu>
Sent: Tuesday, May 20, 2014 4:30 PM
To: Young, Jon
Cc: GILLIS-OLION, MARION; Tavakoli, Assad; Courtney Thornton; Phelan, Steven; Hilton, Doreen; Stringham, Edward; Jackson, Pamela; Christopher S. Brown
Subject: FSU PhD in Entrepreneurship - Followups from UNC Graduate Council
Attachments: ConsolidatedUNCGCRReviews_FSUPhDEntrepreneurship.pdf

Dear Colleagues,

At their May 14, 2014 meeting, the UNC Graduate Council voted (12Y, 2N, 1 abstained) to approve FSU's request to plan the PhD in Entrepreneurship contingent upon satisfactorily addressing the issues raised by the Council.

The issues are summarized below; the top four items were consistently raised by the Graduate Council on behalf of campus reviewers. Any reviews received by GA from campuses are compiled and attached. The process calls for a response within four weeks; please confirm if you will be able to meet this timeline. A revised Appendix A document should be submitted.

Jon - I am waiting on one response from Finance colleagues and will respond separately and shortly on your budget-related questions.

1. **Enrollment** - The presentation to the Council suggested 20 students at steady state whereas the proposal had projected 40 students. Clarification on enrollment projections are needed and impact #2 and #3 below.
2. **Faculty sufficiency** – The number of core faculty was regarded as insufficient to mentor the forty students projected at steady state in the proposal. Reviewers noted the primary publication venues of the core faculty were not top field journals and questioned impact this may have on mentorship of students, preparation for academy careers, and implications on job placement potential of graduates.
3. **Budget** – While Appendix A does not require a detailed budget, reviewers questioned commitment from the institution to support and grow the program. There was concern that not all students would receive support (which is atypical compared to other known programs) and that the funding model depends on student tuition as well as continued gifts. Other related questions:
 - a. Will the budget depend on enrollment increase funds?
 - b. Are there sources to support research and travel funding?
 - c. What is the student support plan after the Koch Foundation support runs out?
4. **Curriculum** –
 - a. Reviewers questioned if the program, with an emphasis on Austrian Economics, is actually an economics program? Some were concerned the curriculum was too focused on economics and behavioral science and too little on entrepreneurship and innovation.
 - b. Some concern was expressed regarding the research expectations. Research methods courses were viewed as too few. The dissertation credits can be reduced in half from elective credits. All this considered, reviewers were led to question if this is a practitioner degree and not a research degree?
 - c. Some reviewers sought clarification as to whether the major funding source (Koch Foundation) would have any control over the curriculum and content.

5. **Collaboration** – Reviewers suggested the program planners reach out to UNC Chapel Hill. It was noted by WCU that the partnership described in the proposal had not been formalized and merited further discussion.
6. **Admissions** – Some questioned why GRE test takers were surveyed instead of GMAT? Will the program require an MBA or other degree for admission? Some requirements were perceived as the same or higher than other competing programs at institutions with a research mission and strong track record of attracting doctoral students.

Thank you,
Courtney

Criteria for evaluation of new graduate program proposal
Version 11.15.2012

1=Not acceptable

2=Not acceptable unless significant deficiencies are addressed

3=Acceptable with some considerations

4=Acceptable

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institution's mission and strategic plan?

Score: 1 Comments: Fayetteville State's mission does not include any reference to doctoral education. The state needs to focus limited resources for doctoral education on UNC system campuses with a proven track record in producing PhDs.

2. Student Demand:

Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Score: 2 Comments: To their credit, the authors of the proposal did an internet survey to gauge potential student interest. It would be more persuasive if the authors surveyed other business schools with programs in entrepreneurship to determine whether there were qualified applicants who they were not able to admit.

The enrollment projections appear to be unrealistic. Most business schools admit no more than 10 to 12 students across all disciplines, including core subject areas such as accounting, finance, management and marketing. How can Fayetteville State establish a strong enough reputation to admit as many students in a narrow field such as entrepreneurship as well established programs admit in all areas of business?

3. Societal Demand:

Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Score: 4 Comments: There has been a long standing shortage of doctoral candidates in a number of business areas, especially accounting, finance, marketing and entrepreneurship. The proposal does a good job of documenting this. The question remains as to whether graduates of a PhD program at Fayetteville State would be able to compete for academic positions.

4. Relationship to other programs:

How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Score: 3 Comments: There is no evidence of program duplication within the UNC system. UNC-CH has a doctoral track in strategy and entrepreneurship but it is small and geared much more toward strategy than entrepreneurship.

Nationwide there are about 30 programs in business schools that provide training in entrepreneurship. This program would be unique with its focus on Austrian economics. This focus runs the risk of being so narrow that the graduates will not be employable at mainstream business schools that emphasize traditional training in management.

5. Collaborative opportunities:

Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Score: 3 Comments: The proposal includes collaborative opportunities with Western Carolina University. I consulted with faculty in our business school and they are not interested in collaboration.

6. Program requirements and curriculum

Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements – such as credit hours, examinations, thesis/dissertation, and other field or professional experiences – appropriate for the field?

Score: 3 Comments: Most well-established business school PhD programs admit 2 to 4 students per year. It strains credulity to claim Fayetteville State can recruit and matriculate 10 qualified new students each year.

The curriculum discussion does not go into a lot of detail (nor should it, given it is an Appendix A not an Appendix C) but the discussion on pp. 3-4 provides a decent summary. There certainly are enough credit hours, exams, and the like.

From what is reported, the program appears to go into too much depth in entrepreneurship seminars and not enough basic training in theory and research methods. Also the entrepreneurship seminars appear to be segregated by academic discipline – economics, sociology, psychology and strategy. The proposal should explain why this approach was taken, as opposed to taking an integrated effort across academic disciplines.

The proposal also should address how students would be engaged in research activities in the first two years of the program.

7. Faculty sufficiency and student support:

Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to

support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Score: __1__ Comments:

For PhD students in entrepreneurship to get and keep academic positions, they will need to be able to publish in highly-ranked academic journals in the field. A key question to ask in this regard is whether the faculty members who would be training the students are publishing regularly in such journals.

The proposal did not include full CVs for the lead faculty, so I turned to Google scholar and Fayetteville State's webpage to gauge their scholarly productivity. The top journals in entrepreneurship are Entrepreneurship Theory and Practice, Family Business Review, Journal of Business Venturing, Journal of Small Business Management, Small Business Economics, and Strategic Entrepreneurship Journal. (Source: Alex Stewart and John Cotton, "Making Sense of Entrepreneurship Journals: Journal Rankings and Strategy Choices," Marquette University, 2013.)

http://epublications.marquette.edu/cgi/viewcontent.cgi?article=1133&context=mgmt_fac

Three lead faculty members in entrepreneurship were cited in Appendix A: David Pistrui, Steven Phelan and Edward Stringham. I was unable to find any evidence that Phelan and Stringham had published in any of these journals. Pistrui had four articles in Family Business Review between 1997 and 2001. Among the other faculty cited, none had published in the journals listed above.

To be fair, Fayetteville State's mission places a relatively light weight on scholarly research compared to research-intensive campuses such as NC State and UNC-Chapel Hill. Phelan has published in some high quality management journals, including the Journal of International Business Studies, California Management Review, and Organizational Behavior and Human Decision Processes. However, when the faculty training the PhD students are not regularly publishing in the leading journals of their field it is hard to imagine how the students can be adequately trained.

The reference to the top 100 business school ranking by the Social Science Research Network also should be clarified. This is a ranking based on downloads of all sorts of documents including case studies and working papers not yet published (and some never will be). Fayetteville State's ranking was in the 200s until Robert McGee joined the faculty in fall 2012. McGee has single-handedly accounted for 80 percent of Fayetteville State's downloads over the last 12 months. McGee's specialty is accounting, not entrepreneurship.

A more objective measure of faculty research productivity is the data base on 24 top management journals maintained by the University of Texas at Dallas. Over the last 10 years there has only been one article published by a Fayetteville State faculty member in a journal on this list.

<http://jindal.utdallas.edu/the-utd-top-100-business-school-research-rankings/>

I also have questions about who would be teaching the theory and research methods courses. Among the five other faculty members listed in Appendix A, there was little evidence of high-level scholarly activity.

If the Charles Koch Charitable Foundation follows through with its pledge of a \$1.5 million gift, there would be a foundation for financial support for students. However, that gift is not large enough to support a program with 40 to 50 students for very long.

8. Administration and Instructional, library, and research facilities:

Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program?

Score: 3 Comments: There is not much detail here to go on. No obvious flaws are apparent.

9. Budget:

Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Score: 1 Comments: The general practice in management PhD programs is to admit and support a relatively small number of students. The budget depends on a significant share of students going into debt as well as continued gifts. More evidence is needed to support the sustainability of such funding. Are other business schools running successful PhD programs that way?

If not, then budget sustainability will depend on Fayetteville State's willingness to pledge an adequate investment of funds. Is it willing to shrink other programs to build this one?

UNCW Reviewer#1:

It was with pleasure that I reviewed the Fayetteville State University Request for Authorization to plan a PhD in Entrepreneurship. Though there are a number of positive elements, including the growth and establishment of an entrepreneurship PhD program within an HBCU, I will limit my comments to the several areas I feel are in need of substantial improvement.

First, I question whether this program will truly be a rigorous research degree. This question stems from the understanding that the dissertation requirement can be reduced by half through the completion of 12 elective credits. The program should either be defined as a “practitioner” degree or be altered to truly satisfy the demands of a research program.

Next, none of the proposed faculty involved in the program has a record of publishing in top quality entrepreneurship journals (SEJ, JBV, ET&P, etc.) and only one has ever published in a recognized entrepreneurship journal (Family Business Review – most recently in 2005). In order to have a rigorous, qualified program which provides a true “apprenticeship” atmosphere, as described by the proposal, the faculty mentors should have an established record of publishing in recognized entrepreneurship journals. This may be resolved by hiring, or inviting from other institutions, faculty members which have an established research record in quality entrepreneurship outlets.

Next, I question the proposed curriculum. The structure lists courses in the same subject area as either a “survey” or as “advanced.” This is puzzling and does not seem to have precedent based on my (limited) review of other PhD in Entrepreneurship programs. What is the difference between a survey course and an advanced course in a PhD program? When one considers the evolving nature of the Entrepreneurship Field, this structure seems especially problematic and is perhaps an effort to describe more rigor than will actually exist.

Next, the limited focus on research methods will be problematic. Considering the attention that hiring programs place on a candidate’s ability to publish in scholarly journals, more emphasis is needed to prepare candidates to be able to publish. This demand is true even at programs which have a greater emphasis on teaching.

Next, the survey evidence presented in the document is questionable. The demands and requirements of a PhD program, as well as the potential job opportunities which exist, are quite unique when looking to join an academic institution. Much of the advantage stems from the opportunity to work actively with a qualified mentor who has a strong network. Would these respondents still have an interest in this program after comparing it to other programs? This is a real issue when the admission requirements are reviewed. The authors suggest that a 650 GMAT and high GPA will be required for admission. These requirements are the same, or higher, than competing programs which have a much stronger record.

Based on my review, and as described in the points above, it seems that this program is not adequately rigorous and has many issues which would need to be resolved. Not least among these is greater honesty in the expectations that the authors have for the program.

UNCW Reviewer #2:

I have serious reservations about the nature of the courses ... it almost sounds like a Ph.D. in Austrian E-ship.

See this section:

The program at Fayetteville State University will teach entrepreneurship from a range of perspectives and will have a strength in Austrian economics. This will be a Ph.D. in Entrepreneurship rather than a program in Management, Economics, or Sociology, but the nature of the discipline of entrepreneurship requires students to be aware of theories of entrepreneurship and research methods from those other fields.

The proposed program is too much ECON and the Behavior Sciences and too little on the mechanics of E-ship and innovation.

Western Carolina University offers a Masters in E-ship FSU does not. The previous coursework in E-Ship and Business is too little – especially not requiring a Master's degree.

This is what concerns me: This is not a serious program in E-ship

“Like other existing programs, the program at FSU plans to teach basic foundations of entrepreneurship from diverse perspectives and draw from various social sciences and analytical methods. The curriculum will teach the psychology and sociology of entrepreneurship and advanced quantitative and qualitative methods. In addition a strength of the program will present a rigorous and thorough investigation of economic theory associated with the study of entrepreneurship, and this will include a variety of perspectives ranging from classical, neoclassical and Austrian school, as to present a balanced approach, and encourage students to develop a variety of research perspectives. Because Austrian economics is widely discussed and cited in the entrepreneurship literature (see for example, Peter Klein and Per Bylund, 20145) and scholars such as Brush, Duhaime, Gartner, Stewart, Katz, Hitt, Alvarez, Meyer and Venkataraman are calling for it to have a greater place in Entrepreneurship programs FSU can easily fill this need. Six of the faculty at FSU (with Ph.D.s in accounting, economics, entrepreneurship, and management) have researched, published on, and have expertise in aspects of Austrian economics this will be a strength of the program at FSU

Granted, there is a shortage of Ph.D.s in E-ship and a lot of faculty who are seeking positions in E-Ship are really not qualified to teach it – this is the result of the “entrepreneurship across the curriculum” bandwagon that occurred years ago.

I wish I could give you a better discussion, but I have serious reservations when I see a university propose something that is this weak.

Criteria for evaluation of new graduate program proposal
Version 11.15.2012

1=Not acceptable

2=Not acceptable unless significant deficiencies are addressed

3=Acceptable with some considerations

4=Acceptable

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institution's mission and strategic plan?

Score: 1 Comments:

Much of the mission statement and strategic seems to be focused on undergraduate education (or masters level); i.e. producing more entrepreneurial students, not necessarily entrepreneurship faculty members. Will this have a positive regional impact for FSU? There needs to be a stronger case made for how this will align with the mission and strategic objectives of FSU. There is a concern about mission alignment and the proposal in its current format does not resolve this issue.

2. Student Demand:

Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Score: 2 Comments:

Good use of a recognized study (Finkle) to show the national demand for entrepreneurship faculty. However, the methods used to show student demand are somewhat flawed. Relying on a sample of GRE students (rather than GMAT) and Facebook does not provide the most compelling evidence for this program. In addition, the program aims to produce 10 graduates per year and that is too ambitious for a PhD program.

3. Societal Demand:

Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Score: 2 Comments:

There is demand for additional entrepreneurship professors, but often a management PhD is sufficient since it creates a faculty member able to teach a variety of courses. It's often the research stream in entrepreneurship journals rather than the specific PhD concentration that serves this purpose. Also, the use of anecdotal evidence does not provide "compelling" evidence. FSU should consider other conferences, such as USASBE, and other research (Solomon et al.) to gather more evidence to show societal demand.

4. Relationship to other programs:

How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Score: 3 Comments:

The uniqueness of this program does not seem to conflict with the program at UNC-CH. Also, there are limited programs of this type in the U.S. Oklahoma State University, Syracuse University, and the University of Louisville offer good examples for this type of program (as cited in the proposal). A concern is the resource differences between those institutions and FSU.

5. Collaborative opportunities:

Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Score: 2 Comments:

The possible collaboration with Western Carolina is notable, but additional evidence is needed to showcase the value of such collaboration. The commitment from the Koch Foundation is substantial and provides an important resource. The more interdisciplinary approach at FSU is also admirable, but still there is not enough evidence to show how these collaborative relationships will allow for the sustainability of the program.

6. Program requirements and curriculum

Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements – such as credit hours, examinations, thesis/dissertation, and other field or professional experiences – appropriate for the field?

Score: 2 Comments:

The greater focus on economics in this program is interesting but not consistent with programs at the institutions mentioned above. A PhD program in entrepreneurship is likely to include coursework on product innovation and capital acquisition and/or venture capital (this is not addressed in the current proposed curriculum). There is also concern about the research methods requirements for the program; there is an opportunity to add more value in this area. The survey courses in entrepreneurship are creative and unique, but the overall curriculum needs additional rigor.

7. Faculty sufficiency and student support:

Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Score: 2 Comments:

It is important to note the commitment from the FSU School of Business and Economics in the area of entrepreneurship, particularly with the endowed professorships and Center for Entrepreneurship. The funding for GA positions is supported by the Koch commitment and that is significant. However, there is a concern about the number of faculty members suitable for this type of PhD program, particularly a program that will have 40 students. The proposal does not adequately address the necessary faculty to handle this type of

teaching and advising load (and no additional faculty members were requested). In addition, while the faculty members are well respected and well published, their expertise is stronger in economics, accounting, and management rather than entrepreneurship, family business, and small business management. They are well published, but not very focused in the field of entrepreneurship. This can serve as a substantial hurdle to develop and maintain the program, and attract qualified students.

8. Administration and Instructional, library, and research facilities:

Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program?

Score: 1 Comments:

While the proposal indicates this is not a concern, it poses a significant challenge for FSU to start a PhD program. As indicated in the report, the university only has one other doctoral program. While the library and research facilities are appropriate to maintain the mission of FSU, a doctoral program requires a much greater level than what seems to be currently available at FSU. Doctoral programs require a substantial resource investment for any institution, but particularly a university with the mission and budget of FSU.

9. Budget:

Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Score: 1 Comments:

The Koch Foundation offers a substantial commitment; FSU is to be applauded for this achievement. However, there are other resources that do not seem available for the program to fully develop. It is admirable for FSU to consider a PhD in Entrepreneurship, but the application does not make a compelling case to show the need for such a program or the availability of adequate resources.

FSU - PHD in Entrepreneurship

After reviewing the degree proposal (linked from your invite email), please select a rating for each category:

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institutions mission and strategic plan?

Not acceptable unless significant deficiencies are addressed

2. Student Demand: Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Acceptable with some considerations

3. Societal Demand: Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Acceptable with some considerations

4. Relationship to other programs: How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Acceptable with some considerations

5. Collaborative opportunities: Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Acceptable

6. Program requirements and curriculum: Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements; such as credit hours, examinations, thesis/dissertation, and other field or professional experiences; appropriate for the field?

Acceptable

7. Faculty sufficiency and student support: Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Not acceptable unless significant deficiencies are addressed

8. Administration and Instructional, library, and research facilities: Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program? ,

Not acceptable unless significant deficiencies are addressed

9. Budget: Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Not acceptable unless significant deficiencies are addressed

After reviewing the degree proposal please provide any comments addressing each category.

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institutions mission and strategic plan?

Comments: The planning document does not provide any clear indication how the proposed doctoral degree in Entrepreneurship aligns with FSU's mission and strategic plan other than to note that as an HBC institution FSU is well positioned to attract qualified minority applicants to the new program.

2. Student Demand: Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Comments: The planning document hints at a focus on attracting qualified minority applicants, but fails to state why other students would risk investing in a PhD at an institution not known for doctoral education. The stipend of \$20,000 plus tuition waiver is not competitive with financial support provided by established PhD granting institutions with clear academic reputations that lead to future academic placement.

3. Societal Demand: Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Comments: The planning document does a good job showing demand for PhD trained educators in Entrepreneurship is trending up, but needs to clarify which type of schools it will target for its graduates (e.g., NC state schools, top 50 national business schools, etc.).

4. Relationship to other programs: How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Comments: The only NC referenced is UNC-CH, which has a small number of students that it trains to aim for a national academic market. The proposal document does a nice job stating how FSU will partner with the existing masters program at WCU.

However, the proposal would be strengthened if it again made clear where it intended to place its graduates.

5. Collaborative opportunities: Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Comments: Again, the proposal does a nice job explaining how FSU will partner with the existing masters program at WCU--i.e., lever off an existing program to find talent, etc.

6. Program requirements and curriculum: Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements; such as credit hours, examinations, thesis/dissertation, and other field or professional experiences; appropriate for the field?

Comments: This is all clear.

7. Faculty sufficiency and student support: Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Comments: I don't see how 3 tenure-track faculty plus a handful of others will train 40 (in equilibrium) funded students. Clearly the students will take core business courses at FSU from various departmental faculty, but again, I fail to see how 3 faculty can mentor and train effectively 40 students.

8. Administration and Instructional, library, and research facilities: Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program?

Comments: This wasn't adequately discussed in the document.

9. Budget: Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Comments: The proposal makes clear where the stipend money comes from, but it fails to state where faculty and program financial support will come from. Stipends account for only a fraction of the cost of running a PhD program.

Please use this space to provide additional comments that are critical to the evaluation of the proposal.

Is there a fall back position if the program fails to meet its objectives in the first few years?

Criteria for evaluation of new graduate program proposal: Entrepreneurship
Version 11.15.2012
Program Proposal Reviewed

1=Not acceptable

2=Not acceptable unless significant deficiencies are addressed

3=Acceptable with some considerations

4=Acceptable

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institution's mission and strategic plan?

Score:3 Comments: Both the mission and strategic plan focus more on creating entrepreneurial talent for the region. University mission is not as strongly tied to the program mission as it could be.

2. Student Demand:

Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Score:4 Comments:

3. Societal Demand:

Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Score:4 Comments: While the proposal presents AACSB salary survey showing good salaries and that there is national demand, it would be helpful to also show state demand or any survey of state schools needing Entrepreneurship professors.

4. Relationship to other programs:

How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Score:4 Comments: It would likely have no impact on programs in the state and would fill a need nationwide. Being the first HBCU in the country to offer a doctorate in entrepreneurship could be a real game changer for the University.

Works with Western Carolina that has a long-standing graduate program in Entrepreneurship. UNCG did have a graduate certificate in Entrepreneurship but it was eliminated two years ago due to lack of resources.

5. Collaborative opportunities:

Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where

appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Score:4 Comments: The collaboration with Western Carolina should provide benefits to both institutions. In addition to Western there are endowed chairs in entrepreneurship at UNCG, Pembroke, and Charlotte who could contribute.

6. Program requirements and curriculum

Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements – such as credit hours, examinations, thesis/dissertation, and other field or professional experiences – appropriate for the field?

Score:3 Comments: I would like to see more integrated field experiences and an international dimension to better fulfill part of the university's mission to create "global citizens and leaders as change agents for shaping the future."

7. Faculty sufficiency and student support:

Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Score:4 Comments: Seems well supported with the 1.5 million endowment from the Koch brothers.

8. Administration and Instructional, library, and research facilities:

Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program?

Score:4 Comments:

9. Budget:

Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Score: 4 Comments: Existing entrepreneurship faculty, relationship with Western Carolina, and financial commitments from Koch Charitable Foundation allows delivery of program at minimal incremental costs. May need a larger endowment to support a center that is mentioned.

**Criteria for evaluation of new graduate program proposal
Ph.D in Entrepreneurship
Fayetteville State University**

1=Not acceptable

2=Not acceptable unless significant deficiencies are addressed

3=Acceptable with some considerations

4=Acceptable

1. Mission Alignment: Does the proposal provide evidence of strong alignment with the institution's mission and strategic plan?

Reviewer I

Score: 2

Comments: *While some kind of applied, teaching-oriented graduate degree in Entrepreneurship might make sense for FSU, it is hard to see any synergies between the proposed research-focused Ph.D. program and FSU's mission and core competencies.*

Reviewer II

Score: 3

Comments: *Entrepreneurship has been identified as a regional economic priority. At the same time, a PhD program in entrepreneurship will not necessarily lead to technology commercialization in NC, economic growth or transformation for the state of NC or an increase in graduates choosing to remain in NC. Of all the potential ways to align the Board of Governor's goals with new program development, a PhD program in entrepreneurship is one of the least effective ways when compared to undergraduate, master's, executive education certifications or outreach programs.*

2. Student Demand:

Does the proposal provide compelling and appropriate evidence of student demand - local, state, regional and/or national? Are enrollment projections reasonable?

Reviewer I

Score: 3

Comments: *As the proposal explains, there is student demand, but there is also uncertainty regarding this demand because it is not clear that a Ph.D. in Entrepreneurship will yield good job placements (see next section).*

Score: 3

Comments: *There is increasing demand for entrepreneurship PhD programs. However, it is important to balance quality vs. quantity. The proposal states the 10 students will be admitted per cohort each year and 40 students will be enrolled in the program at year 4. Over 70% of the survey respondents indicated that enrolling at an elite institution was an important or very important factor when selecting a PhD program. When comparing the proposals enrollment projections to reputable entrepreneurship PhD programs, including the*

institutions listed in the proposal itself, the enrollment projections are too high. University of Louisville, Syracuse University and others admit 4-6 students per year. In addition, not all students will be successful in the PhD program and an additional number will self-select out during the course of their studies. Assuming acceptable academic rigor, 10 students per year will not result in 40 students in the program after 4 years. The resources (human and financial) to support 40 PhD students would also be extremely high and potentially unrealistic in the current environment. Based on current projections, 20 students or more would be working on dissertations at any given time. In order to receive high quality research training, these students need a high degree of one-on-one interaction with faculty. This also requires a great deal of faculty support on dissertation committees, which does not seem practical with current faculty numbers in the proposed program even when considering the partnership with Western Carolina.

3. Societal Demand:

Does the proposal provide compelling and appropriate evidence for market (employment) demand - local, state, regional and/or national? Are projected employment opportunities reasonable?

Reviewer I

Score: 3

Comments: If demand is strong, why are there not more Ph.D. programs in Entrepreneurship? The problem is that a Ph.D. in Entrepreneurship is still shrouded in high uncertainty, and Universities are reluctant to add this degree or to expand related degrees. Academicians trained in core disciplines like Economics, or Psychology and in relatively more focused inter-disciplinary areas like Marketing or Management may be better suited to do research on Entrepreneurship. In the classroom, instructors who combine entrepreneurial experience with more modest academic training, e.g., a Master's degree in Entrepreneurship, may perform better than Entrepreneurship Ph.D.s. There is clear demand for Entrepreneurship faculty, but it is not clear how well this demand translates into demand for Ph.D.s in Entrepreneurship. The proposal does not include a list of existing Ph.D. programs in Entrepreneurship and their placement performance – except for those of UNC – Chapel Hill.

Reviewer II

Score: 3

Comments: The market for entrepreneurship PhDs is strong although recent years have seen an increase in non-tenure, practitioner and center director-type positions. Academic positions in entrepreneurship pay well. Overall, it is a desirable field. The national outlook is strong. The outlook in NC for academic positions, including entrepreneurship, is much less positive than the national outlook. Overall, few new positions are being created across the NC university system, positions generally pay significantly less than the national averages which are cited in the proposal, and existing faculty have not received raises in multiple years. Therefore, recruiting and retaining new PhDs to pursue jobs at NC universities will present a serious challenge. The vast majority of new graduates will likely seek employment outside of the state.

4. Relationship to other programs:

How common is this type of program within the state of North Carolina and nationally? Is there evidence of unnecessary duplication with other programs within NC? Are there aspects that make the proposed program unique or would enable it to stand out from other similar programs? What impact would it have on existing programs within the state?

Reviewer I

Score: 1

Comments: *UNC – Chapel Hill offers a Ph.D. in Strategy and Entrepreneurship. The proposal attempts to differentiate the proposed Ph.D. program by citing an emphasis on Austrian Economics. The type of theory used in a Ph.D. program is easily modified and is not a sufficient differentiating factor. The observation that UNC – Chapel Hill does not graduate many Ph.D. students with a focus on Entrepreneurship is not necessarily an indicator that more such graduates are needed. It is more likely an indication of weak demand for this kind of training. Would the proposed Ph.D. program drain the supply of Entrepreneurship-focused students from UNC – Chapel Hill's program?*

Reviewer II

Score: 2

Comments: *UNC-Chapel Hill has a high-quality PhD program in strategy and entrepreneurship. Fayetteville State's program will have an emphasis on Austrian Economics which is different than existing programs although I have reservations about a PhD program that is based entirely on one school of thought. The purpose of doctoral education is to explore a variety of diverse perspectives, engage in critical analysis, and find one's own specialty and identity within a given field. I would be cautious about an overemphasis of on one school of thought, which also happens to be a controversial one, at the expense of a well-rounded PhD education in entrepreneurship and also have hesitations about promoting the agenda of faculty members over the greater good of the field. A program at FSU will not impact the program at UNC-Chapel Hill.*

5. Collaborative opportunities:

Do collaborative opportunities exist with other system programs that could strengthen the ability of each to address student demand, societal need, or budget needs? Have collaborative opportunities been adequately explored with other programs, where appropriate? Does the proposal provide evidence of concrete commitments to identified collaborative opportunities, where appropriate?

Reviewer I

Score: 2

Comments: *The proposal includes a very strong plan for collaboration with Western Carolina University, but the distance between these two universities will make such collaboration difficult but not impossible. Given the existing program at UNC – Chapel Hill and its greater proximity to FSU, there should be more coordination or discussion between the faculty involved in the existing program and those involved in the proposed program.*

Reviewer II

Score: __3__

Comments: *Fayetteville State has proposed a partnership with Western Carolina. In the proposal it states that students will have "the option of taking up to 12 credit hours of electives at FSU or our partners at Western Carolina" and indicates that Western Carolina professors may serve on dissertation committees if they desire. Master's degree courses are typically very different in structure, content and expectations when compared to PhD level courses. In addition, no elective hours in the proposed PhD program are required. As such, the partnership with Western Carolina does not appear to bring much value-add in terms of addressing student demand for required courses, societal or budget needs. There is no concrete commitment identified in terms of dissertation committee support since professors are enabled to serve on committees "if they desire". Given the geographic distance between the two universities combined with the extremely rigorous schedule of a typical PhD student, it seems unlikely that many students will take advantage of the MBA course offerings at WCU. Finally, the proposal states that "FSU faculty have spoken with entrepreneurship faculty across the system about serving on doctoral committees and participating in doctoral seminars" and "the response has been uniformly positive from faculty at Appalachian State..." There are currently three entrepreneurship faculty at Appalachian State and two of them had not heard of the proposed PhD program or made any commitment related to it – the other was unavailable to ask at the time of this review. In sum, the partnerships proposed do not appear to bring a great deal of value overall to FSU's entrepreneurship PhD program. However, the majority of entrepreneurship or strategy PhD programs in the U.S. do not rely on partnerships with other institutions to strengthen their programs so the lack of substantives partnerships may not be a critical issue in this case.*

6. Program requirements and curriculum

Are admissions criteria and requirements appropriate? Is the curriculum appropriate in scope and depth to cover the field adequately? Are the degree requirements – such as credit hours, examinations, thesis/dissertation, and other field or professional experiences – appropriate for the field?

Reviewer I

Score: __4__

Comments: *The design of the Ph.D. program looks excellent. The courses and degree requirements are consistent with each other and with the intent of the program.*

Reviewer II

Score: __3__

Comments: *Program course prerequisites and admissions requirements are appropriate. Curriculum included in the PhD Foundation Courses and Seminars are appropriate. The Research Methods requirements are slightly below average when compared to other PhD programs in entrepreneurship or the related strategy fields.*

The qualifying exam and dissertation requirements are appropriate. Consider changing the "final examination" terminology to "oral dissertation defense" to avoid confusion with other commonly used requirements in PhD programs particularly qualifying and/or comprehensive exams.

A "Teaching Component" is important and appropriate for a PhD program. However, how will this affect undergraduate education at FSU especially for the College of Business? This is not addressed in the proposal. The current expectation among students at FSU that their courses will be taught by either a professor with a terminal degree or by an instructor with significant experience. This is a competitive advantage currently for FSU. This will change if PhD students will be teaching classes. According to the proposal, there will be 40 PhD students in the program in year 4. That is a large number of PhD students that will need to be receiving teaching experience at any given time. How will this fundamentally change undergraduate education at FSU which is an important part of the university's history and mission? This issue should be realistically addressed in the proposal

7. Faculty sufficiency and student support:

Are the faculty sufficient and with appropriate scholarly productivity (with emphasis on the most recent five years), including peer reviewed publications, grants, awards, etc., to support the program and projected student enrollment? Are there adequate plans for student support, including assistantships, and research grants?

Reviewer I

Score: 2

Comments: The core faculty appear qualified, and the plans for student support seem solid. However, the number of faculty with experience as doctoral advisers and/or doctoral committee members appears to be insufficient for the proposed degree program. This problem would solve itself over time as faculty gain experience through the new program, but it would be a major problem during the early years unless more faculty with such experience are hired. Using outside faculty as proposed would alleviate this problem but not eliminate it.

Reviewer II

Score: 1

Comments: The regularly accepted expectation for PhD students in the entrepreneurship discipline is to receive a full tuition waiver plus competitive yearly stipend. The proposal states that "5 students per year will pay out of state graduate tuition" and "5 will receive stipends and tuition remission". This is completely unrealistic for a program that hopes to recruit and retain high quality PhD students. Each of the other schools offering entrepreneurship PhD programs (see proposal table for list) offers a competitive package of complete tuition remission for ALL students admitted to the program including out of state and international students in addition to ALL students receiving a competitive yearly stipend. The stipend/assistantship comparison table also needs updating. University of Louisville now offers \$22,000 per year for 5 years, University of Colorado provides \$19,760 + summer funding opportunities, etc. It is virtually unheard of for a PhD student in entrepreneurship to pay tuition. Given that only 50% of the PhD students will receive the stipend and tuition remission each year and the others will pay out of state graduate tuition

the competitiveness of the program, in terms of applicants for admission, will be significantly reduced. Moreover, if that is the case and students are being accepted into the PhD program at FSU that could not get into other PhD programs in entrepreneurship that offer funding support, than this raises ethical questions about non-qualified students incurring significant amounts of debt over 4 years to earn a PhD from that program.

Other entrepreneurship PhD programs also offer financial support in the form of conference funding. Participation at academic conference is essential for building a professional network and for experience in developing and presenting research, which also leads to increased publication rates. PhD graduates without conference participation will have a difficult time on the job market. The proposal does not include information on research grants and/or conference funding. Entrepreneurship PhD students also typically receive office space (typically shared with other PhD students), computers, and misc. administrative support. There is no mention of these resources.

The three core entrepreneurship program faculty members have a large quantity of journals publications but the quality of the journals they have published in is not high enough to support a training program for doctoral students that provides the publication requirements and experience necessary to be competitive on the current job market. The most recent "A" publication in any field by any of the three core faculty members was over a decade ago. In reviewing their CVs, not one of the core faculty has EVER published in one of the top entrepreneurship journals. This is not sufficient to support a PhD program in entrepreneurship.

Overall, the proposal, as is, raises serious concerns regarding faculty sufficiency and student support.

8. Administration and Instructional, library, and research facilities:

Is the proposed administrative structure for the program appropriate? Is there adequate instructional and research space, and if necessary, specialized equipment to support the program? Are there adequate library resources to support the program?

Reviewer I

Score: 3 Comments: *There is not much detail regarding administrative and instructional needs in the proposal, but this should not be a problem for a research-oriented Ph.D. program in Entrepreneurship. Online access to journals would be critical. The proposal cites but does not name two new databases. That additional should be adequate for the proposed program.*

Reviewer II

Score: 3

Comments: *Two new databases are required. This is addressed appropriately in the proposal. There is no mention of where PhD student offices will be housed or equipment needed (university assigned laptops with necessary statistical software). This should be addressed.*

9. Budget:

Is the proposed program budget appropriate and reasonable? Does the proposal adequately address budget sustainability?

Reviewer I

Score: 3

Comments: *It appears that a donation from the Koch Charitable Foundation would fund the stipends for about 5 years, but it is unclear how the stipends would be funded after that. The proposal states that the program would be cash flow positive without private support starting in the fourth year, but that analysis was not included in the proposal. An endowment would provide sustainability. It appears that the program would use a \$1.5 million private gift to help create a doctoral program that would then be paid for through tuition and state funds. If enrollments do not meet expectations, the proposed doctoral program might not be financially sustainable once the private gift has been depleted.*

Score: 2

Comments: *The Koch Foundation is providing \$1.5 Million to support PhD student stipends of \$20,000 to 15 students per year. If 5 students receive the stipend in the first year of the program (5 students*\$20,000 stipend*4 years in the program = \$400,000 for 1st cohort), as indicated in the proposal; 5 students in the 2nd cohort receive the stipend (\$400,000), 5 the third year (\$400,000), and 5 in the fourth year (\$400,000), this already exceeds the \$1.5 Million initial grant. Importantly, this only takes into consideration providing stipends for 50% of the PhD students, which is a problem in itself as noted in prior comments. If all PhD students receive stipends and tuition waivers as they do in all other entrepreneurship PhD programs, the \$1.5 million will be gone in two years.*

This does not take into consideration additional budgetary requirements to create a successful PhD program in Entrepreneurship including conference funding for students and their advisors, increased faculty salaries to recruit, retain, and replace faculty as needed, etc.

At a time of scarce resources, particularly in NC, the "built it and they will come" plan is not acceptable. 2-4 years is not adequate time to develop a reputation and stakeholder base necessary to assume the capital necessary will come through private donations.

RE: ENT PhD proposal

I have looked at the proposal, and have asked my Management Department to look as well. We are all deeply skeptical that they have the resources to pull this off. We see this is two main respects. First, they only intend to fund about 1/3 of the students that they will admit. For a Ph.D. Program this is highly unusual (EDBAs are different.) If they cannot fund the students, they will just get terrible students. They will be directly competing with business Ph.D. programs, and the norm is to provide everybody stipends of at least \$20k/year.

Perhaps more importantly, they really don't have the faculty to be credible. If you look at their list of faculty that are core to this program, they list 4 or 5 people. A quick google scholar search shows that they are not terrible well cited. They have a paper or two that have decent citations, but if you up were to compare them with our management faculty you will see they are just not in the same league.

They make a big deal out of being ranked by SSRN.com. If you look carefully, however, their ranking is driven almost entirely by downloads of one paper by one of their faculty (McGee.) they just do not have the depth of faculty resources to do this credible, at least in our view.

I hope this is helpful. I have included below some direct comments from our Management faculty.

They plan to have a cohort of 40 students, of whom only 15 would obtain funding. This is not how much traditional programs are run.

The named core faculty do not have the credentials to support such a program nor the numbers. The 3 or 4 core faculty would have to chair 4 or 5 dissertations each. This would be pushing it. Placement in decent schools would not be possible.

In terms of main-stream management/entrepreneurship [not many recognized papers.] Pistrucci has some good family firm hits, but from what I could find, his best hit is a Family Business Review and these were older

Jenkins, Wanda

From: Phelan, Steven
Sent: Sunday, May 25, 2014 9:51 AM
To: Tavakoli, Assad
Cc: Pistrui, David
Subject: Re: FSU PhD in Entrepreneurship
Attachments: FSU PhD Appendix C Budget.xlsx

Here is the budget using the NC State approach. There are separate tabs for Year 1 and Year 4 (steady state).

The Net Internal Line (Line 36) is the most important number to take to the provost. The model assumes that Koch pays student support and Pope funds operating expenses. Line 36 is the cost of everything else. If totally self-funded by SBE, the program would cost ~\$460K in year one and \$925K in year four (inclusive of existing faculty).

The actual model assumes that growth funding is used for some things and that tuition remission funds are available from the state. Of course, if students were required to pay tuition then the model would be highly viable (but that would be a tough sell to UNC-GA as it is not common practice).

Let me know if you have any questions.

Steve

On 5/24/14, 7:52 PM, "Tavakoli, Assad" <atavakoli@uncfsu.edu> wrote:

>Per our meeting on Wed, could you prepare a budget based on the NC
>State model? In light of the expected budget cut, our program ideally
>should not require any fund from the general budget!

>

>I have a meeting with the Provost next week regarding the 2024-15
>budget and would like to make a case in support of the PhD program.

>

>Let me know if we need to talk.

>Thanks.

>

>Sent from my iPhone

>

>> On May 24, 2014, at 2:36 PM, "Phelan, Steven" <sphelan@uncfsu.edu>
>>wrote:

>>

>> Ed, would you be able to give Bruce a call when you get a chance to
>> explain how his background could fit into the PhD program.

>>

>> Thanks

>> Steve

>>

>>> On 5/19/14, 10:51 AM, "Bruce Caldwell" <bjc18@duke.edu> wrote:

>>>

>>> Dear Steve,

>>> Glad to hear of your forward progress, sounds great. I'd be happy to

>>> chat at some point about this, though I wonder what a Hayek scholar

>>> has to contribute to anything on entrepreneurship. But feel free to

>>> give me a call when it is convenient.

>>> Best,

>>> Bruce

>>>

>>> PS - Do you know of Al Link at my old school UNC-G? A few decades

>>> back he wrote a book about entrepreneurship with Bob Hebert, looking

>>> at the treatment of the concept of the entrepreneur by all the big

>>> figures in economics through the centuries.

>>>

>>>> On 5/17/2014 1:36 PM, Phelan, Steven wrote:

>>>> Dear colleague,

>>>>

>>>> Last time we spoke, I mentioned I had joined Fayetteville State

>>>> University to help establish a PhD in entrepreneurship. I am pleased

>>>> to report that, just this week, we were approved by the graduate

>>>> council of the UNC system to move forward to the final stage of the

>>>> process, the so-called Appendix C or ~~request~~ request for Authorization to

>>>> Establish a Degree". This essentially requires us to create a

>>>> business case for the degree.

>>>>

>>>> Building on the Louisville model, we would like to utilize external

>>>> scholars for two of the eight doctoral seminars each year. Most

>>>> likely this would involve attending a seminar retreat for a weekend

>>>> or two in Fayetteville/Raleigh then running a synchronous online

>>>> seminar for

>>>> 5-10

>>>> students. Given your experience in the field, I am wondering if you

>>>> might be interested in participating in our program. We anticipate

>>>> compensation for external scholars would run around \$20K per seminar

>>>> plus expenses. We would also like to create a network of qualified

>>>> entrepreneurship faculty throughout NC to serve as dissertation

>>>> chairs and committee members (also for compensation).

>>>>

>>>> At this stage, all we would require is an expression of interest on

>>>> school letterhead indicating your willingness to deliver seminars

>>>> and/or serve on dissertation committees and a current CV. If you

>>>> have any questions before making a decision please feel free to

>>>> call me on my cell (267-252-8282) or drop me an email. I have also

>>>> enclosed our presentation for the graduate council for your

>>>> consideration, which outlines the high points of our program.

>>>>

>>>> I look forward to hearing from you.
>>>>
>>>> Kind regards
>>>> Dr. Steve Phelan
>>>> Distinguished Professor of Entrepreneurship School of Business &
>>>> Economics
>>>
>>>
>>> --
>>> Bruce Caldwell
>>> Research Professor of Economics
>>> Director, Center for the History of Political Economy
>>>
>>> "To discover a reference has often taken hours of labour, to fail to
>>> discover one has often taken days." Edwin Cannan, on editing
>>> Smith's Wealth of Nations
>>>
>>> Address:
>>> Department of Economics
>>> Duke University
>>> Box 90097
>>> Durham, N.C. 27708
>>>
>>> Office: Room 07G Social Sciences Building
>>> Phone: 919-660-6896
>>> Center website: <http://hope.econ.duke.edu> Personal Website:
>>> <http://econ.duke.edu/~bjc18/>
>>

YEAR ONE

FUNDING SOURC

	FTE	Reallocation of Existing Resources	Enrollment Increase Funds	Private Funds
Salaries				
EPA Faculty				
Hackley Chair (Stringham)	0.5	\$67,500		
Brown Chair (Miles)	0.5	\$67,500		
Spangler Chair (Phelan)	0.5	\$67,500		
External Faculty (Seminars)	2		\$50,000	
External Faculty (Supervision)	0			
Graduate Assistantships	0			
SPA Faculty (Taro)	0	\$30,000		
<i>Subtotal</i>	\$282,500	\$232,500	\$50,000	\$0
Fringe Benefits				
Faculty	1.5	\$60,008		
Staff	1	\$12,005		
Graduate Assistants	0	\$0		
<i>Subtotal</i>	\$72,013	\$72,013	\$0	\$0
Operating Expenses				
Copying/Postage/Office Supplies				\$5,000
Travel				\$10,000
Equipment				\$5,000
Other				\$0
<i>Subtotal</i>	\$20,000	\$0	\$0	\$20,000
Student Support				
RA/TA Health Insurance (@1376)	5			
Student Stipend	5			\$100,000
In-State Tuition	5		\$33,893	
Tuition Remission	4			
<i>Subtotal</i>	\$204,401	\$0	\$33,893	\$100,000
TOTAL	\$578,913	\$304,513	\$83,893	\$120,000
Net Internal	\$458,913			
Growth Funding Model				
STUDENTS	5			

SCH GENERATED	120
FTE	1.1
POTENTIAL APPROPRIATION	\$155,510

E

Endowment Remission
Fund

Assumptions:

SCH/FTE Ratio Businesss PhD	110.16
FSU Average Salary	\$77,700
Full time doctoral faculty salary	\$135,000
Other Academic Costs	44.89%
Library Costs	11.84%
General Institutional Support	27%
Teaching Load	4
Fringe Benefits	22.40%
Health Insurance	\$5,285

Total Employment Cost	\$170,525.00
Cost per Course	\$42,631.25

\$0	\$0	Stipend: Committee Chair	\$8,000
		Stipend: Committee Member	\$2,000
		Stipend: External Faculty	\$25,000

		FSU Graduate Tuition & Fees	
		In State	\$6,778.56
		Out of State	\$17,627

\$0	\$0	Student Stipend	\$20,000
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included in fees

	\$70,508
\$0	\$70,508

\$0	\$70,508
-----	----------

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Tuesday, May 27, 2014 2:58 PM
To: Young, Jon; Caldwell, Getchel
Subject: Dr. Pistrui Summer Stipend
Attachments: Dr. Pistrui Stipend -Summer 2014.docx; 2014 Summer Project dp V1.0.docx; Koch Foundation- Funds 2013-'14.pdf

I have attached Dr. Pistrui's proposal to establish a Center for Entrepreneurship and Enterprise at FSU and my recommendation to compensate him from the funds that we have received from the Koch Foundation.

Thank you.

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax



Date: May 27, 2014

Memo To: Mr. Gretchen Caldwell, Vice Chancellor for Institutional Advancement and Executive Director / Secretary of the FSU Foundation

Thru: Dr. Jon Young, Provost and Vice Chancellor for Academic Affairs

From: Assad Tavakoli, Dean

Subject: Stipend for Dr. Pistruì

The School of Business and Economics requests approval to assign Dr. David Pistruì the task of developing a proposal to establish a Center for Entrepreneurship and Enterprise at FSU, using funds provided by the Koch Foundation. The primary objective of the Center would be to provide additional entrepreneurship education opportunities for students and the community, to foster economic advancement, and to build effective entrepreneurial leadership capabilities. This proposed initiative has the potential to support new entrepreneurship initiatives with Fort Bragg, with the Fayetteville Chamber of Commerce, and with other regional organizations, as well as provide support for students and faculty throughout the Fayetteville State University community. See Dr. Pistruì's attached proposal summary for further details.

As this proposed task goes beyond Dr. Pistruì's regular duties and responsibilities for the academic year, the SBE proposes to compensate him with a \$20,000 stipend, to be paid with funds already provided by the Koch Foundation to the FSU Foundation specifically for this purpose. The stipend will be paid upon satisfactory completion of deliverables, as outlined in the attached proposal from Dr. Pistruì. The expected completion date is June 30, 2014.

Please let me know if you require any additional information.

2014 Summer Project - Center for Entrepreneurship and Enterprise Proposal

David Pistrui, Ph.D., Associate Professor of Entrepreneurship

Project Overview

During summer 2014, Dr. David Pistrui will work on the development of a proposal for the creation of a new center/institute of excellence at Fayetteville State University (FSU). The proposal will assess the landscape, and identify opportunities to create a new center/institute to provide entrepreneurship education, foster economic advancement and build entrepreneurial leadership.

Given that FSU already has a Small Business Technology Development Center (SBDTC) and a Veterans Outreach Center (VOC), this proposal will aim to identify new opportunities to address the needs of students, faculty and the greater community. The proposal will also identify pathways for collaboration within FSU, as well as, pinpoint where FSU can collaborate with other local, regional, national and global institutions.

Scope of Project

The project will build off the experiences gained during the 2013-2014 academic year, including the feedback from the Dean's Advisory Board (feedback from Fall 2013 presentation/discussion). The proposal will focus on developing outcome-based initiatives, programs and activities that will be evaluated and assessed using a combination of summative, formative and developmental methods and techniques.

The proposal will focus on the following areas:

- **Opportunity Identification** - Opportunity, Objectives and Outcomes
- **Framework Model** - Programs, Activities and Measures
- **Leadership Team** - Program, Academic and Administrative
- **Funding and Sustainability** - Budget, Prospects and Partnerships
- **Action Items** - Recap, Next Steps and Timeline

Project Deliverables and Timeline

The final deliverable will be a 10-12-page proposal document that will be delivered by June 30, 2014. This document will provide a roadmap for FSU administration and faculty to hold further discussions, and make strategic decisions on the best way to proceed with the development of a new center/institute of excellence.

Compensation

Dr. David Pistrui will receive a one-time payment of \$20,000.00 by June 30, 2014, and will be responsible for the taxes. These funds have been provided by the Charles Koch Foundation, as a salary supplement and are earmarked for Dr. David Pistrui during the 2013-14 academic year.

Prepared by David Pistrui, Ph.D., May 2014

Charles Koch
FOUNDATION

May 16, 2013

Dr. James A. Kuhse
Chairman
Lawrence H. Meyer
1200 Buchanan Road
Fayetteville, NC 27503
Tel: 704/336-4000

Pursuant to the request of Fayetteville State University, we are happy to send our check in the amount of \$20,000 for faculty support under the control and supervision of the University, and the donation of Dr. David Poston, who was selected by the University. Fayetteville State University Foundation will act as the fiscal agent for the grant, as requested.

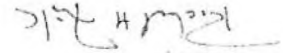
You have previously agreed that the grant will be expended only for an educational, scientific, literary, or other charitable purpose described in section 170(c)(2)(B) of the Internal Revenue Code ("Code"), and that the grant will not be used to influence legislation, to influence the outcome of any election, for a political campaign, or intervention, or to carry on any voter registration drive.

The terms and conditions contained in this letter agreement supersede all prior oral or written agreements and understandings between the parties and shall constitute the entire agreement between the parties with respect to the matters contained herein. This letter agreement shall not be modified or amended except by a writing duly executed by parties hereto.

According to the information that was furnished to us, your organization is qualified as an organization described in Code section 170(c)(1) or 511(c)(2)(B). Please inform us if there has been a change in your tax status since then.

Finally, we must ask that any funds not expended for the purposes described in Code section 170(c)(2)(B), while the grant is being made, be returned to us. You agree not to use the foundation's name or logo without our express consent. You agree that the grant will not result in the loss of your organization's status as a publicly supported organization under Code section 509, if applicable. Please indicate your agreement with these conditions by returning a signed copy of this letter to the Foundation, attention: Funds Administration.

Sincerely,



Robert H. Fink

Jenkins, Wanda

From: Steve Phelan <stevephel@gmail.com>
Sent: Friday, June 06, 2014 1:48 PM
To: Hsiao, Annie; Pistrui, David; edward.stringham@gmail.com
Subject: Re: UNCF Partnership Announcement

Very exciting news, thanks for sharing with us!

On June 6, 2014 at 1:46:09 PM, Hsiao, Annie (annie.hsiao@charleskochfoundation.org) wrote:

Dear Ed, Steve, and David:

We appreciate your continued collaboration with us. You are a valued partner of the Foundation, and I wanted to make you aware of a new partnership announcement taking place today.

In continued pursuit of our mission of better understanding the institutions that foster well-being, we are pleased to announce an exciting collaboration between the Charles Koch Foundation, Koch Industries, and the United Negro College Fund to provide a new scholarship program for aspiring African American students interested in how entrepreneurship, economics, and innovation contribute to well-being for individuals, communities, and society.

Georgia-Pacific (a Koch company) has a long-time relationship with UNCF that dates back more than four decades. More recently, both GP and Koch have provided support to UNCF in the form of scholarships and program funding.

This program adds to a robust history of similar giving. For more than 50 years, Charles G. Koch has supported research and educational programs focused on improving people's lives. The UNCF/Koch Scholars Program continues that giving by providing up to 3,000 scholarships over a period of seven years to promising undergraduate, graduate, and postdoctoral students to pursue their education.

To learn more about this partnership, please visit: charleskochfoundation.org/news/

CKF provides funding for more than 340 programs at 250 U.S. colleges and universities. More than half are major state universities, including Historically Black Colleges and Universities

(HBCUs) like Fayetteville State University, Albany State University, and others. We're excited about the potential for our partnership with UNCF to further broaden opportunities for students.

If you have any questions about this program or the partnership with UNCF, please let me know. We are grateful for your partnership and look forward to continuing it into the future.

Best Regards,

Annie Hsiao

Program Manager

Charles Koch Foundation

703-875-1793

charleskochfoundation.org



Jenkins, Wanda

From: Hughey, Leah <Leah.Hughey@charleskochfoundation.org>
Sent: Friday, June 06, 2014 6:40 PM
To: Phelan, Steven; Pistrui, David
Cc: Hsiao, Annie
Subject: RE: Thank you
Attachments: Request for Proposal, CKI-UGI.docx

Good evening,

I really appreciate the time you both dedicated, during yesterday's call, to dive into ideas for the CKI Undergraduate Initiative. David, I am excited to continue exploring the possibilities for a fall collaboration around your design-thinking course. Steve, I am similarly eager to continue our conversations around a possible spring course or seminar.

David, as a next step toward a possible fall partnership, could you please take a look at the attached RFP and start gathering some of the information? Throughout that process, please feel free to keep me informed of any obstacles, questions, concerns, or ideas that may arise. I look forward to learning with you and appreciate your willingness to take this on. As we discover and collect some of this information, I will loop in our legal team for their guidance as well.

Thank you again and have a great weekend!

Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
PH: 703.875.1725
charleskochfoundation.org

-----Original Message-----

From: Hsiao, Annie
Sent: Thursday, June 05, 2014 10:55 AM
To: Phelan, Steven; Hughey, Leah
Cc: Pistrui, David
Subject: RE: Thank you

Absolutely, it would be great if David could also join the call at 1pm. Let's use our conference line:

Dial-in number: 866-450-3236
Conference Code: 1194555
Leader Pin: 4233 (Annie)

-----Original Message-----

From: Phelan, Steven [<mailto:sphelan@uncfsu.edu>]

Sent: Thursday, June 05, 2014 10:39 AM
To: Hughey, Leah; Hsiao, Annie
Cc: Pistrui, David
Subject: Re: Thank you

Leah, no need to apologize! (Annie informed us you were out of town.)

Annie, do you mind if David Pistrui joins us on the call at 1pm? As a current and former center director I think he might have some insights he can share. His cell is 312-371-8190 but we can just conference call again if that is easier.

Kind regards
Steve

From: <Hughey>, Leah
<Leah.Hughey@charleskochfoundation.org<<mailto:Leah.Hughey@charleskochfoundation.org>>>
Date: Thursday, June 5, 2014 at 8:44 AM
To: "Hsiao, Annie"
<Annie.Hsiao@charleskochfoundation.org<<mailto:Annie.Hsiao@charleskochfoundation.org>>>, "edward.stringham@gmail.com<<mailto:edward.stringham@gmail.com>>"
<edward.stringham@gmail.com<<mailto:edward.stringham@gmail.com>>>
Cc: Steven Phelan <sphelan@uncfsu.edu<<mailto:sphelan@uncfsu.edu>>>
Subject: RE: Thank you

Good morning,

I sincerely apologize. I was out of the office, Monday through Wednesday, and failed to properly set up my out of office email response. I will respond to your emails as soon as possible and I look forward to talking with you all, very soon.

Best,
Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
PH: 703.875.1725
[charleskochfoundation.org](http://www.cgkfoundation.org/)<<http://www.cgkfoundation.org/>>

Request for Proposal: Charles Koch Institute-Undergraduate Initiative

University name:

Faculty name(s):

Course title:

Course Synopsis: (If possible, please include a syllabus.)

Student recruitment:

- 1) How do you intend to recruit students?
- 2) How many students do you anticipate?
- 3) What incentives do you plan to use (for credit, certificate, etc.)?

Schedule and Execution:

- 1) What is the course schedule?
- 2) What is the total number of in-person, classroom hours?
- 3) What is the proposed course location?
- 4) In what ways do you plan to convey the CKI brand?

Proposed Budget:

- 1) Breakdown of course-related and university fees
- 2) Total request

Jenkins, Wanda

From: Phelan, Steven
Sent: Tuesday, June 10, 2014 9:30 AM
To: Tavakoli, Assad; edward.stringham@gmail.com; Pistrui, David
Subject: Re: Response to Courtney
Attachments: FSU PhD Appendix C Budget v4.xlsx

I think reducing the stipend to \$15K solves the instate tuition problem and we can argue that Fayetteville has a low cost of living. I think there is still a (good) chance that UNC-GA will want to see how the fourth year is funded. I don't think it is enough to say that students will save for the fourth year. I also think we need to stop comparing the program to what happens in economics programs as it opens us to the complaint that we are secretly an economics PhD.

However, there is enough room in the budget to finance 4th year student stipends from enrollment growth funds (see attached budget). Even this requirement could be reduced by students taking lecturer/adjunct positions, working as Gas for endowed chairs, or winning grants etc. Let me know how you would like to proceed.

Kind regards
Steve

From: <Tavakoli>, Assad <atavakoli@uncfsu.edu>
Date: Monday, June 9, 2014 at 4:32 PM
To: "edward.stringham@gmail.com" <edward.stringham@gmail.com>, Steven Phelan <sphelan@uncfsu.edu>
Subject: RE: FW: Response to Courtney

I think we should go for \$15 + 5K for three years. As you have indicated, UNCGA should not have any concern over this model.

Steve- What are your thoughts?

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

From: Edward Stringham [<mailto:edward.stringham@gmail.com>]
Sent: Monday, June 09, 2014 4:04 PM
To: Tavakoli, Assad; Phelan, Steven
Subject: Re: FW: Response to Courtney

Dear Dr. Tavakoli and Dr. Phelan,

I chatted with Annie Hsiao on the phone on Wednesday and she said that any major changes to the proposal would have to go through the board. My sense is that would be a major deal and I said that Steve could follow up with her for more details.

Here are my own personal recommendations.

About the fourth year of funding, I think \$60 over three years to be in Fayetteville is more than enough to cover someone's expenses and quite generous and competitive.

If someone saves \$5,000 per year for three years, they can cover the fourth year on their own at \$15,000, and if they can find side projects including teaching through us that would be even more.

Many degree programs I speak with give three years of initial funding and then perhaps money for a fourth year. I don't think it would be fair for the UNC General Administration to require us to not only come up with a very generous stipend that we already have and also come up with four years funding.

About the extra money for tuition. If we increase it from \$20,000 to \$20,000 + \$5,000 per student that would make it move from 5 to 4 students per year. That is perhaps not a deal breaker but we are now funding 20 percent fewer students and that would require us to justify why we would be doing so. My strong guess is that Koch would not be that interested in us making a pitch to them about why we are going to take the same amount of resources and produce less than in the original plan.

Here is an alternative idea. If we need to have tuition waiver dollars privately funded at \$5,000 we can change the stipend in the proposal to the UNC GA to \$15,000 plus in \$5,000 for in state tuition. \$15,000 is still within the realm of what many graduate students get. It's not on the highest end as \$20,000 but it's still more than I got when I was in graduate school. I don't think it would be reasonable for them to require us to give the highest potential stipend available in our proposal.

Between now and when the program opens we have a year to see if we can get tuition waiver dollars from other sources to make our fellowship even more attractive and get it up to the highest level \$20,000.

3. What kind of formality do we need for facilitated admission? I have never been a fan of having multiple campuses involved, but they stress it so I think we should include it.

4. I have reached out to Ed Lopez from WCU and he will be on board.

5. My friend Dave Riggs is the guy to contact and Steve, now that you know him, you are most welcome to contact him.

On Mon, Jun 9, 2014 at 3:48 PM, Tavakoli, Assad <atavakoli@uncfsu.edu> wrote:

Hi Ed,

We are in the process of finalizing our response to UNC Graduate Council's questions/concerns and need your assistance to answer some of the questions that Steve has raised in the following email.

Thank you.

AT

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

From: Phelan, Steven

Sent: Wednesday, June 04, 2014 6:53 PM

To: Tavakoli, Assad

Subject: Re: Response to Courtney

Feel free to send the draft to the provost and chancellor with the following outstanding items:

1. Provost was going to organize conference call with UNC GA finance guy on tuition remission funds (but this is not required for Appendix A changes)
2. Ed was going to speak with Koch Foundation today about funding situation – he left a message last night expressing concern about the fact that agreement was \$100K per year per cohort. We need \$125K a year in new model.
3. Someone needs to memorialize agreement with WCU or remove it from Appendix A document altogether.
4. Ed was going to invite Ed Lopez at WCU to be an external scholar (and potentially others)
5. I mentioned support from Pope Foundation – we should get something in writing from them – once again Ed has the connection.

I am happy to incorporate comments from Provost/Chancellor as well. We have until June 18 (or perhaps June 20) to submit.

Kind regards

Steve

From: <Tavakoli>, Assad <atavakoli@uncfsu.edu>

Date: Wednesday, June 4, 2014 at 5:43 PM

To: Steven Phelan <sphelan@uncfsu.edu>

Subject: Response to Courtney

When is the final version of your report ready? We need to share it with the Provost and Chancellor.

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

Jenkins, Wanda

From: Pistrui, David
Sent: Friday, June 20, 2014 7:29 PM
To: Hughey, Leah; Phelan, Steven
Subject: RE: Thank you
Attachments: Pistrui_FSU_CKI_Propoal_V1.0.docx; ENTR 300 – Ethinking and Creativity CKI V1.0.docx

Greetings Leah,

Thank you for your message and encouragement. This afternoon I received approval from our dean and department chair! Please find attached the completed RFP and supporting syllabus for your review.

In terms of a call, I am open after 4 pm Monday, Tuesday and Thursday I am open mid mornings and afternoons. I am coping Steve Phelan on this, as I would like to include him on the call. Would Monday, June 23 at 4 pm work for you, or Tuesday, June 24 at 11 am?

I am very excited about this opportunity. We need to work together to navigate the administrative process. We have some ideas to share during the call and look forward discussing further details.

Thank you for the opportunity to work on this important and interesting project.

With best regards,

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Hughey, Leah [Leah.Hughey@charleskochfoundation.org]
Sent: Friday, June 20, 2014 10:55 AM
To: Pistrui, David
Subject: RE: Thank you

Hello David,

I hope you have had a great week! I wanted to check in to see how your conversations are going, with the dean. I have been talking with your legal team about the for-credit side and they are standing by to assist, however they can, with any questions or concerns you may be facing. Please feel free to keep me updated, if you are facing any obstacles. We would be more than happy to help.

Also, we are very excited about your course and would love to have draft proposal on file by 6/27, if possible, so we can start to consider it and determine next steps. Toward that end, would you have any time next week to discuss your progress? I would love to learn about how things are going and how I may be of assistance to you.

Feel free to propose a date or time that would work best. I will be out of the office on 6/25 but am otherwise relatively open.

Thank you for your enthusiasm and hard work. I am excited about working with you!

Best,
Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
703-875-1725
charleskochfoundation.org

-----Original Message-----

From: Hughey, Leah
Sent: Monday, June 16, 2014 8:57 AM
To: 'Pistrui, David'
Subject: RE: Thank you

Hello David,

I am glad to hear that things are moving forward and I will be excited to see your proposal! I am also sure that Chris Fawson will have a lot of excellent contributions to offer.

I hope you had a great weekend and let me know if there is anything I can do to help.

Best,
Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
703-875-1725
charleskochfoundation.org

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]
Sent: Friday, June 13, 2014 4:19 PM
To: Hughey, Leah
Subject: RE: Thank you

Greetings Leah,

Just a quick note to let you know my proposal is almost complete and I plan to submit it to the Dean early next week. Once he sign's off I will get it to you. I hope for a quick turn around. I spoke with the Dean and Steve this week on the matter. I also had the opportunity to connect with Chris Fawson who was very helpful. He is willing to share some materials he has developed.

I am excited about this project and appreciate the opportunity to work together.

Have a nice weekend!

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Hughey, Leah [Leah.Hughey@charleskochfoundation.org]
Sent: Monday, June 09, 2014 12:53 PM
To: Pistrui, David
Cc: Hsiao, Annie
Subject: RE: Thank you

Hello David,

Thank you so much for the update. This is great to hear! It sounds like there is a lot of exciting overlap between your course and our objectives. I am eager to receive your RPF and then begin to explore next steps.

Please let me know if there is anything I can do or provide, to be of assistance.

Best,
Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
PH: 703.875.1725
charleskochfoundation.org

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]
Sent: Monday, June 09, 2014 12:32 PM

To: Hughey, Leah; Phelan, Steven
Cc: Hsiao, Annie
Subject: RE: Thank you

Greetings Leah,

It was a pleasure to speak with you and Annie last week. We appreciate the opportunity to work with you on the CKI Undergraduate Initiative. Over the weekend I spent some time on your website, and began to see immediate and clear connections between our ENTR 300 Entrepreneurial Thinking and Creativity course and your objectives.

Specifically, the Market Based Management principals can be weaved into the course offering along with free societies and socio-economic well-being. These topics will strengthen our offering, and I believe can lead to a course offering that can also be helpful to others.

I will prepare the RFP with Steve and our Dean, and come back to you this week with details.

Thank you again for the opportunity to work together!

With best regards,

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
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From: Hughey, Leah [Leah.Hughey@charleskochfoundation.org]
Sent: Friday, June 06, 2014 6:40 PM
To: Phelan, Steven; Pistrui, David
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David, as a next step toward a possible fall partnership, could you please take a look at the attached RFP and start gathering some of the information? Throughout that process, please feel free to keep me informed of any obstacles, questions, concerns, or ideas that may arise. I look forward to learning with you and appreciate

your willingness to take this on. As we discover and collect some of this information, I will loop in our legal team for their guidance as well.

Thank you again and have a great weekend!

Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
PH: 703.875.1725
charleskochfoundation.org

-----Original Message-----

From: Hsiao, Annie
Sent: Thursday, June 05, 2014 10:55 AM
To: Phelan, Steven; Hughey, Leah
Cc: Pistrui, David
Subject: RE: Thank you

Absolutely, it would be great if David could also join the call at 1pm. Let's use our conference line:

Dial-in number: 866-450-3236
Conference Code: 1194555
Leader Pin: 4233 (Annie)

-----Original Message-----

From: Phelan, Steven [mailto:sphelan@uncfsu.edu]
Sent: Thursday, June 05, 2014 10:39 AM
To: Hughey, Leah; Hsiao, Annie
Cc: Pistrui, David
Subject: Re: Thank you

Leah, no need to apologize! (Annie informed us you were out of town.)

Annie, do you mind if David Pistrui joins us on the call at 1pm? As a current and former center director I think he might have some insights he can share. His cell is 312-371-8190 but we can just conference call again if that is easier.

Kind regards
Steve

From: <Hughey>, Leah
<Leah.Hughey@charleskochfoundation.org<mailto:Leah.Hughey@charleskochfoundation.org>>
Date: Thursday, June 5, 2014 at 8:44 AM
To: "Hsiao, Annie"
<Annie.Hsiao@charleskochfoundation.org<mailto:Annie.Hsiao@charleskochfoundation.org>>,>

"edward.stringham@gmail.com<mailto:edward.stringham@gmail.com>"
<edward.stringham@gmail.com<mailto:edward.stringham@gmail.com>>
Cc: Steven Phelan <sphelan@uncfsu.edu<mailto:sphelan@uncfsu.edu>>
Subject: RE: Thank you

Good morning,

I sincerely apologize. I was out of the office, Monday through Wednesday, and failed to properly set up my out of office email response. I will respond to your emails as soon as possible and I look forward to talking with you all, very soon.

Best,
Leah

Leah Hughey
Program Assistant, Higher Education
Charles Koch Foundation
PH: 703.875.1725
[charleskochfoundation.org<http://www.cgkfoundation.org/>](http://www.cgkfoundation.org/)

Request for Proposal: Charles Koch Institute-Undergraduate Initiative

University name: *Fayetteville State University*

Faculty name(s): *David Pistrui, Ph.D.*

Course title: *ENTR 300 Entrepreneurial Thinking and Creativity*

Course Synopsis: (If possible, please include a syllabus.)

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to encourage and prepare students to prosper in a free society.

Please see accompanying draft course syllabus for further details.

Student recruitment:

1) How do you intend to recruit students?

We recruit students into entrepreneurship courses on a continual basis at FSU. We utilize a three prong approach: 1 - The Entrepreneurship Center recruits and promotes undergraduate and graduate courses through events, promotions and class visits, 2 - Our FSU Chapter of the Collegiate Entrepreneurs' Organization (CEO) has approximately 25 students actively involved in recruitment through weekly meetings, events, competitions and community service, and 3 - Entrepreneurship faculty actively recruit students.

2) How many students do you anticipate?

We expect 25-30 students will take the course in the Fall 2014 term.

3) What incentives do you plan to use (for credit, certificate, etc.)?

This is a very popular 3-credit course that attracts many of our brightest students. Students are provided incentives that include: 1 - Extra credit for participating in extra-curricular activities including the FSU CEO Chapter, 2 - Opportunity to compete in the campus wide Bronco Idea Challenge (idea contest and elevator pitch) for cash prizes and a trip to the national CEO conference in Tampa in October 2014, and 3 - Platform to bring their ideas and work on developing a business (we have a mix of students who already have a business and many who are contemplating starting one, this includes veterans, first generation college students and the unemployed).

Schedule and Execution:

- 1) What is the course schedule?

Fall term - August 19 to December 11, 2014
Tuesday and Thursday 12:30 - 1:45 pm

- 2) What is the total number of in-person, classroom hours?

29 class meetings @ 75 minutes each = 2,175 minutes ÷ 60 = 36.25 hours per student

- 3) What is the proposed course location?

School of Business & Economics Building – Room TBD

- 4) In what ways do you plan to convey the CKI brand?

We plan to convey the CFI brand in the following ways:

Inclusion of CFI logo - in printed course materials (digital and hardcopy) including, course syllabus, in class PowerPoint presentations, and selected promotional materials used to promote co-curricular activities and events on various FSU Web pages.

Incorporation of Koch based video clips - into the curriculum will be used to highlight and reinforce the brand including the following:

- 1) Charles Koch: The Role of Business in Society -
<http://www.youtube.com/watch?v=Gbx4sFGk2SM>
- 2) The Science of Success: Lessons from my Father - Charles G. Koch -
<http://www.youtube.com/watch?v=VhCDK1OCRlc>
- 3) Introduction to Market-Based Management -
<http://www.youtube.com/watch?v=RcXSrBF7oG4>
- 4) Applying Market-Based Management to Problem Solving -
http://www.youtube.com/watch?v=OigGJ_B4Oec
- 5) Mike Maciejewski Georgia Pacific Corp, New Manufacturing -
<http://www.youtube.com/watch?v=3wiK0BLgeLA>

These clips will be sequenced in this order. Students will be asked to watch online prior to class. The clips will be shown in class, and students will have discussions on the content, and tie it into other course readings, projects and assignments.

Charles Koch Institute Speaker Series - the class will host 3-5 local entrepreneurs and/or civic leaders as guest speakers. These individuals will reinforce the brand through demonstration of MBM principles in practice, within our surrounding community. They will include minority and women speakers. Other students will be invited, and the speaker will also meet after class with the FSU CEO Chapter. Promotional posters will be made and

distributed across campus. We will display on the digital monitors in the School of Business and Economics building. And posters will be displayed in class for such events.

Market-Based Management Theory, Application and Practice Component - Students will be provided copies of *The Science of Success How Market-Based Management Built The Worlds Largest Private Company*. The Seven Guiding Principals and Five Dimensions of MBM will be seeded into the course through readings, active learning (in and outside of class) assignments (Market-Based Management Infographics Assignment) and the Opportunity Assessment team project which culminates in a capstone report and presentation.

Charles Koch Faculty Scholar - Grantee and faculty member (David Pistrui) will include title of "Charles Koch Faculty Scholar" on professional communication channels including email, written communications and presentations.

Proposed Budget:

- 1) Breakdown of course-related and university fees

<u>Proposed Budget</u>	<u>Amount</u>
Content development, course delivery and administration (faculty)	\$20,000.00
Course materials (prototyping, creative exercises)	250.00
Books - Science of Success \$16 (per Amazon) X 35 students	560.00
Posters and promotional materials	250.00

- 2) Total request

<u>Total request</u>	<u>\$21,060.00</u>
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Prepared by David Pistrui, Ph.D., June 2014

ENTR 300 – Entrepreneurial Thinking and Creativity | Fall 2014

Tuesday and Thursday, 12:30 – 1:45 p.m. – School of Business & Economics Building – Room TBD

Instructor:

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Center for Entrepreneurship
School of Business & Economics
Charles Koch Faculty Scholar,
Charles Koch Institute

Office Hours:

Tu.-Th. – 11:00 a.m. – 12:00 Noon
and 3:00 – 5:00 p.m.
Wed. – 3:30 – 5:30 p.m.
By appointment

Contact:

Office: Harris School of Business & Economics Building - 237
Phone: 910-672-2474
Mobile: 312-371-8190
Email: dpistrui@uncfsu.edu

Required Texts:

Kawasaki, Guy. **The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything.** New York, NY: Portfolio, 2004.
ISBN 1-59184-056-5

Gerber, Michael E. **The E Myth Revisited; Why Most Small Businesses Don't Work and What to Do About It.** New York, NY: HarperCollins, 2001.
ISBN 0-88730-728-0

Recommended Text:

Osterwalder, Alexander and Pigneur, Yves. **Business Model Generation.** Hoboken, NJ: John Wiley and Sons, 2010. ISBN 978-0-470-87641-1

Charles Koch Institute Partnership



This course is being supported through the generosity of the Charles Koch Institute. The Charles Koch Institute is an educational organization focused on the importance of free societies and how they increase well-being for the overwhelming majority of people. Through the Institute's professional education, research, and training programs, CKI work's to prepare professionals for careers that improve well-being by advancing free societies. <http://www.charleskochinstitute.org>

Supplied Text:

Koch, Charles G. **The Science of Success How Market-Based Management Built The Worlds Largest Private Company.** Koch Industries, 2007. ISBN 13-978-0-470-13988-2

Course Description

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to prepare students to gain insights into theory, while applying these concepts. The focus is on developing skills that will help students prosper in a free society.

Course Goals and Primary Learning Outcomes

Primary Goals: Develop skills and know-how that prepare students to succeed in the New Economy by learning to practice entrepreneurial thinking and behaviors. Provide understanding of the methods used by entrepreneurs to launch successful new businesses, as well as, understanding how entrepreneurial thinking can be used to shape the growth and development of established enterprises and organizations.

Specific Outcomes

- Increase insights into the role entrepreneurship plays in the economy, and that self-employment, and working in small and medium enterprises, are viable career options
- Develop an entrepreneurial mindset and opportunity orientation toward creativity and problem solving
- Gain an awareness into what makes entrepreneurs successful, and what they learn from failure and the marketplace
- Cultivate skills and know-how related to identifying and evaluating market opportunities and risk
- Learn how to generate and test ideas for new Ventures, as well as, creating innovative approaches in established organizations
- Build business acumen around the concepts, principles and dimensions of Market-Based Management frameworks
- Strengthen interpersonal skills related to listening, writing, presenting, empathizing, and resolving conflicts

Skills Development

Five skillsets are emphasized throughout the course. These five skills are continually built throughout all entrepreneurship courses. They are:

- Leading, Team Building and Networking

- Opportunity Recognition and Social Science
- Creating, Ideating and Prototyping
- Gathering, Analyzing and Hypothesizing
- Communicating, Selling and Listening

Assignments

Assignments are a mix of in-class and outside class activities. The Assignments will require you to integrate material from sources that were covered including lectures/discussions, required readings and materials posted on Blackboard. On several occasions I will provide guidelines for the Assignments, which will vary in scope.

YOU NEED TO REVIEW THE COURSE SYALIBUS PRIOR TO, AND FOLLOWING EACH CLASS IN ORDER TO KEEP UP WITH OUR ACTIVITIES

Entrepreneurship and Creativity Workbook

You are required to develop an Entrepreneurship and Creativity Workbook for the class.

You need to bring this to every class. They will be used in the same way entrepreneurs use them in practice, to keep track of schedules and activities, capture ideas, sketch visual concepts, take notes and chronicle knowledge. You should take class notes to demonstrate participation, and use the Workbook to create a primer that can be used in your professional development.

These will be collected, reviewed and count for a significant part of your grade.

Business Model Canvas

The goal of a business model is to describe the rationale of how an entrepreneur and/or organization creates, captures and delivers value aimed at consumers in the marketplace. In this assignment, you will identify an opportunity in the marketplace, to solve a real world problem that delivers value and solves a problem with a profit motive. We will use a series of 9 building blocks to help guide us through the process of prototyping and building business models. Further details will be provided in class. The following references provide you with some resources.

Overview - <http://www.youtube.com/watch?v=QoAOzMTLP5s>

Template - <http://www.businessmodelgeneration.com/canvas>

Reference Book - Osterwalder, Alexander and Pigneur, Yves. **Business Model Generation**. Hoboken, NJ: John Wiley and Sons, 2010. ISBN 978-0-470-87641-1

Market-Based Management Infographic

Information graphics, also called infographics are visual depictions of knowledge, information, data and concepts intended to tell a story through the presentation of complex information concisely and clearly. Infographics help develop cognition through the utilization of graphic visualization to identify, probe and find patterns, trends and relationships. We will use a series of in-class exercises and discussions to probe, dissect and identify methods to apply Market-Based Management principles and frameworks.

This will culminate with the assignment to create a Market-Based Management Infographic. The following references provide you with some resources.

Market-Based Management

Introduction to Market-Based Management -
<http://www.youtube.com/watch?v=RcXSrBF7oG4>

Applying Market-Based Management to Problem Solving -
http://www.youtube.com/watch?v=OigGJ_B4Oec

Samples and Examples of Infographics

<https://www.google.com/search?q=infographic&client=firefox-a&hs=xAY&rls=org.mozilla:en-US:official&channel=sb&tbm=isch&tbo=u&source=univ&sa=X&ei=X3ycU6rIG8uVyAT3zYC4CA&ved=0CEcQsAQ&biw=1209&bih=614>

Creating infographics with PowerPoint
http://www.youtube.com/results?search_query=creating+infographics+with+powerpoint

Free infographic tools
<https://www.google.com/search?q=infographic&ie=utf-8&oe=utf-8&aq=t&rls=org.mozilla:en-US:official&client=firefox-a&channel=sb#channel=sb&q=free+infographic+tools&rls=org.mozilla:en-US:official>

Opportunity Assessment Report and Presentation

Working in teams, you will review and discuss each team members Business Model Canvas and select one to focus on and further develop. Using the Business Model Canvas as a starting point, each team will undertake a deeper investigation of the opportunity. This will include further market and customer analysis, financial projections, operational estimates, technical needs, and marketing and business development.

As a team, you will produce a report and make a presentation in class. This assignment is intended to be disruptive and challenging. **Teams are advised to work closely, and are expected to make substantial sacrifices in order to achieve the desired results. You cannot simply divide up the work, you will need to coordinate and work closely together. Grammar, presentation, packaging, design and professionalism are all important. Team members will undertake confidential peer evaluations that will impact both individual and team grades.** Further details will be provided in class.

Charles Koch Institute Speaker Series - The class will host 3-5 local entrepreneurs and/or civic leaders as guest speakers. These individuals will bring to life concepts associated with the entrepreneurial thinking, creativity, Market-Based Management and enterprise development. Through his visionary leadership, Charles G. Koch had created and built the largest private enterprise in the US. By applying the components of a free-market society to Koch Industries through this management philosophy, Charles G. Koch

was able to build a successful, multi-national company. Over the last forty years, Koch Industries has grown to have a presence in nearly sixty countries and currently employs about 60,000 people. Each speaker will bring their own personal insights into why economic freedom and entrepreneurship are essential for improving the well-being of society as a whole.

Class Participation

Much of your learning in this course will occur as you form and express your views during class discussions. You will have ample opportunities to voice your opinions during presentations by the instructor as well as guest speakers. There will also be occasions where your views may be solicited. It is your responsibility to make sure I know whom you are and be able to recognize your contribution at the end of the course.

If you are unable to make it to class on a given day, it is your responsibility to contact me by email or phone to let me know prior to the start of class.

Receiving notification that you will not be in class prior to the start of class is the only way you will be allowed to complete a missed Assignment. Please make note only one make up allowed per student per semester.

Disruptive classroom behavior will detract from your participation grade. Such behavior includes but is not limited to arriving late, leaving early, reading newspapers or anything other than course material, and socializing during presentations or lectures. **CELL PHONES, LAPTOPS AND TABLETS ARE TO BE TURNED OFF DURING CLASS AT ALL TIMES. NO EXCEPTIONS. ON SOME OCCASIONS THE INSTRUCTOR MAY PERMIT THE USE OF PHONES, LAPTOPS AND TABLETS AND WILL PROVIDE INSTRUCTIONS IN CLASS.**

I will invite a number of entrepreneurs and experts to the class to discuss their experiences. I am personally offended when guests take time from their schedule to come to class and present and students fail to follow up with questions. *As if whatever they have said is of no value or of no interest.* Even if that is your view, you are expected to raise your hands and ask questions. Since I have strong opinions on this matter, I observe carefully who makes an effort to ask questions of speakers. **When guests (and students) are presenting in class, all phones, laptops and tablets are to be closed as well as all books and other materials that may distract you from the presentation.**

Random Thoughts (for those seeking an A in the course)

- ☐ *Attend every class. Be on time.*
- ☐ *Ask questions and make yourself known early in the semester, not later.*
- ☐ *On Assignments, do far more than what you think is expected of you.*
- ☐ *Sit in the first 5 rows, not the back of the classroom, engage and participate.*
- ☐ *If I suggest something worth doing, do it.*
- ☐ *If you have to miss class because of a major catastrophic event, let me know before class starts.*

❑ *Never ask for special consideration, such as “I forgot the assignment was due and can I get partial credit”. It gives the impression you are not engaged.*

Grading

Entrepreneurship and Creativity Workbook	25 points (Individual)
Business Model Canvas	10 points (Individual)
Market-Based Management Infographic	15 points (Individual)
Class Participation, Attendance and Team Evaluation	10 points (Individual)
Opportunity Assessment Report	30 points (Team)
Opportunity Assessment Presentation	10 points (Team)
Total	100 points

Opportunities

Extra credit opportunities will be available in limited number throughout the course, and will be posted on Blackboard and presented in class.

Course Policies

Students in this course are expected to conform to all university policies. In particular, students should familiarize themselves with the specific policies and related materials that can be found at:

<http://www.uncfsu.edu/policy/policies-listed-by-subject#Students>

Faculty Profile

David Pistrui, Ph.D., is an Associate Professor of Entrepreneurship and, Director of the Center for Entrepreneurship, at Fayetteville State University. Dr. Pistrui also serves as the Managing Director of Acumen Dynamics, LLC. Dr. Pistrui's activities include strategy development, business succession, assessment modeling, technology transfer, executive education and social science research. This includes programs and activities in the North and South America, Europe, the Middle East and Asia.

Dr. Pistrui has held scholarly appointments in the US and Europe, including the Coleman Foundation Chair in Entrepreneurship at the Illinois Institute of Technology. He served as the founding Managing Director of the Wharton Enterprising Families Initiative at the University of Pennsylvania. In addition, Dr. Pistrui has thirty years of industry experience, having been involved in a series of new ventures that led to public offerings on NASDAQ, Dubai Financial Market and Bahrain Stock Exchange in the technology and construction sectors.

Dr. Pistrui is an active researcher focusing on the growth and societal impact of entrepreneurship, family business, and enterprise development. He is the co-author of groundbreaking work including *New Venture Financing: An Empirical Investigation of Chinese Entrepreneurs*, (Cambridge, 2009), *Family and Cultural Factors Impacting Entrepreneurship in War Time Lebanon*, (Interscience, 2010), *Mapping the Behaviors, Motives and Professional Competencies of Entrepreneurially Minded Engineers in Theory and Practice: An Empirical Investigation*, (Journal of Engineering Entrepreneurship, 2013).

In 2009 Dr. Pistrui was appointed as a Senior Fellow at the Austrian Economics Center in Vienna, Austria. Dr. Pistrui provides commentary to TV, radio, and business publications. He has appeared

in Crains' Chicago Business, Family Business, MEED, CNN, CNBC, INC. Magazine, Entrepreneur, Los Angeles Business Journal, Chicago Tribune, Bahrain Tribune, Alwasat, Gulf Business, Gulf News, Khaleej Times, Profil, Format, Der Standard, Die Presse, Wirtschaft Blatt, Ekonmist and many other news and media outlets.

Dr. Pistruï holds a Ph.D. in Business Administration (Cum Laude) in Entrepreneurship, Strategy, and Management from Universitat Autònoma de Barcelona, Spain, and a Ph.D., in Sociology from the University of Bucharest, Romania. He earned a Master of Arts in Liberal Studies degree from DePaul University (Chicago) and a Bachelor of Business Administration, in Marketing and Economics from Western Michigan University.

Tentative Course Schedule *(Dates and assignments are subject to change)*

Dates	Topics	Assignments
Aug 21	Introduction and Overview The Role of Business in Society	Review syllabus and expectations
	Charles Koch: The Role of Business in Society - http://www.youtube.com/watch?v=Gbx4sFGk2SM	
	The Science of Success: Lessons from my Father - Charles G. Koch - http://www.youtube.com/watch?v=VhCDK1OCRIc	
26	Opportunity Identification, the Entrepreneurial Mindset, and Market-Based Management	Kawasaki – Chapter 1 Koch – Chapter 1
	Introduction to Market-Based Management - http://www.youtube.com/watch?v=RcXSrBF7oG4	
28	Creativity, Rapid Prototyping and Human Action	Gerber – Introduction & Chapter 1 Koch – Chapter 2
Sept 2	Business Model Canvas (BMC)	Kawasaki – Chapter 2, Gerber – 2 Business Model Canvas Assignment
4	Vision, The Business Development Processes & BMC	Gerber – Chapters 10-11-12 Koch – Chapter 3
	Applying Market-Based Management to Problem Solving - http://www.youtube.com/watch?v=OigGJ_B4Oec	
9	The Virtues of Strategy, Strategic Objectives & BMC	Gerber – Chapter 2 Koch – Chapter 4
11	Knowledge Processes, Design Thinking & BMC	Brown, Tim. Design Thinking. HBR, June 2008 (posted on BlackBoard)

		Koch – Chapter 5
16	Charles Koch Institute Speaker Series Kick Off	BMC Assignment Due - Workbook meetings (by appointment)
18	Entrepreneurial Principals, Humility, Respect and Change	MBM Infographics Assignment Gerber – Chapter 3 Koch – Chapter 6 Workbook meetings (by appointment)
	Mike Maciejewski Georgia Pacific Corp, New Manufacturing - http://www.youtube.com/watch?v=3wiK0BLgeLA	
23	Bootstrapping (and the 3Fs), and Entrepreneurial Finance	Kawasaki – Chapter 5 Workbook meetings (by appointment) MBM Infographics Assignment
25	Building Entrepreneurial Teams and Providing Incentives	Kawasaki – Chapter 6 Koch – Chapter 7 MBM Infographics Assignment
30	The Art of Pitching, Presenting and Lessons Learned	Kawasaki – Chapter 3 Koch – Chapter 8 Workbook meetings (by appointment) MBM Infographics Assignment http://www.mindtools.com/pages/article/elevator-pitch.htm
2	Elevator Pitch's and MBM Infographics Assignment Presentations	MBM Infographics Assignment Due and In-class presentations Review Kawasaki – Chapter 3
7	Elevator Pitch's and MBM Infographics Assignment Presentations	Review Kawasaki – Chapter 3 and In-class presentations
9	Elevator Pitch's and MBM Infographics Assignment Presentations	Review Kawasaki – Chapter 3 and In-class presentations
14	Charles Koch Institute Speaker Series, Opportunity Assessment (OPASS) Project Team	Kawasaki – Chapter - 4 Team Formation
16	Midterm Break	
21	OPASS Team Project Kick Off,	Gerber – Chapters 5 & 14

		Applying Market-Based Management in Team Projects	OPASS Team Project
	23	Vision, Mission, Values and Objectives	Gerber – Chapter 3 OPASS Abstract
	28	Leading and Managing People and Creating Well-Being	Gerber – Chapters 15-16
	30	The Art of Raising Capital and Compliance Standards	Kawasaki – Chapter - 7
Nov	4	Charles Koch Institute Speaker Series, OPASS V1.0, Marketing and Customer Focus	Gerber – Chapter 17 OPASS Updates Workbook meetings (by appointment)
	6	OPASS V1.0, Branding and Value Creation	Kawasaki – Chapter - 9 OPASS Update Presentations Workbook meetings (by appointment)
	11	The Art of Rain Making, OPASS V1.0	Hand in OPASS V1.0, Kawasaki – Chapter - 10 Workbook meetings (by appointment)
	13	Entrepreneurial Responsibility and Judgment, OPASS V2.0	Kawasaki – Chapter – 11, OPASS V2.0 Workbook meetings (by appointment)
	18	Charles Koch Institute Speaker Series, OPASS V2.0 Updates, Final Reports and Presentations	Work on OPASS Report and Presentation
	20	OPASS V2.0 Updates, Final Reports and Presentations	Work on OPASS Report and Presentation
	25	Finalize OPASS Project and Workbooks	Work on OPASS Report and Presentation Hand in Workbook
	27	Thanksgiving	No class
Dec	2	OPASS Final Presentations	
	4	OPASS Final Presentations – Hand in OPASS Reports and Team Evaluations	
	9	OPASS Final Presentations (if necessary)	

Jenkins, Wanda

From: Hsiao, Annie <Annie.Hsiao@charleskochfoundation.org>
Sent: Tuesday, July 01, 2014 4:59 PM
To: Pistrui, David
Cc: stevephel@gmail.com
Subject: Undergraduate Class funding letter
Attachments: Cover letter templates, 5.12.pdf

Hi David,

It was good speaking to you earlier. Thank you again for your time and work on this project. Per our conversation, I have attached a grant letter template for the Course Development and Delivery of your project proposal, with the areas underlined for you to fill in. Please feel free to let me know if you have any other questions at all.

Best,
Annie

Annie Hsiao
Program Manager
Charles Koch Foundation
703-875-1793
charleskochfoundation.org

>> **TEMPLATE 1 – PAYMENT TO GRANTEE ORGANIZATION**

[UNIVERSITY LETTERHEAD]

[Date]

Mr. Stephen Sweet
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Mr. Sweet:

[UNIVERSITY NAME] respectfully requests a grant in the amount of \$_____ to be used for the following activities during academic year _____ [i.e. 2013-14].

[Please list each proposed activity with its accompanied cost (i.e. guest speaker program for \$___)].

- Guest Speaker Program for \$_____.
- Undergraduate Research Fellowships for \$_____.
- Reading Group for \$_____.

The proposed activities will take place between [date] and [date].

The above program [activities, etc.], which will be under the control and supervision of the University, will be carried out [directed by, etc.] by Professor _____, who was selected by the University. **[PLEASE NOTE: AS DISCUSSED ABOVE, IF THE CHECK IS TO BE MADE PAYABLE TO A SUPPORTING ORGANIZATION INSTEAD OF THE GRANTEE ORGANIZATION, PLEASE USE TEMPLATE 2 ON THE FOLLOWING PAGE]**

Should a grant be awarded by the Charles Koch Foundation, a check made payable to the University should be sent to: [INSERT NAME & ADDRESS]

Any grant awarded shall be expended exclusively for a charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

If you have any questions about the above-mentioned grant request, please do not hesitate to contact me.

[SIGNATURE] **

[TITLE & CONTACT INFORMATION]

Enclosures (Please include a copy of the IRS non-profit determination letter for the Grantee Organization)

** Must be signed by the department chair or an authorized university representative who does not expect to receive any part of the grant funds or supervise the project made possible by the grant.

» TEMPLATE 2 – PAYMENT TO SUPPORTING ORGANIZATION

[UNIVERSITY FOUNDATION LETTERHEAD]

[Date]

Mr. Stephen Sweet
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Mr. Sweet:

The [INSERT UNIVERSITY FOUNDATION NAME] respectfully requests a grant in the amount of \$_____ to be used to support the following programs at the [INSERT NAME OF UNIVERSITY].

[Please list each proposed activity with its accompanied cost (i.e. guest speaker program for \$___)].

- Guest Speaker Program for \$_____.
- Undergraduate Research Fellowships for \$_____.
- Reading Group for \$_____.

The proposed activities will take place between [date] and [date].

The above program [activities, etc.], which will be under the supervision of [INSERT NAME OF FOUNDATION], will be carried out by Professor _____, who was selected by the University Foundation.

Should a grant be awarded by the Charles Koch Foundation, a check made payable to the [INSERT NAME OF FOUNDATION] should be sent to: [INSERT NAME & ADDRESS AT FOUNDATION]

Any grant awarded shall be expended exclusively for a charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

If you have any questions about the above-mentioned grant request, please do not hesitate to contact me.

[SIGNATURE]

[TITLE & CONTACT INFORMATION OF FOUNDATION REPRESENTATIVE]

Enclosures (Please include a copy of the IRS non-profit determination letter for the Foundation)

Jenkins, Wanda

From: Hsiao, Annie <Annie.Hsiao@charleskochfoundation.org>
Sent: Wednesday, July 02, 2014 2:14 PM
To: Pistrui, David
Cc: stevephel@gmail.com
Subject: RE: Undergraduate Class funding letter
Attachments: Fayetteville State University_Cover Letter_Cluster 2013-14.pdf; Fayetteville State University_Cover Letter Template.docx

Hi David,

Great question, page 1 is the only page that you need to fill out. But I went ahead and asked our grants coordinator to provide a Cover Letter in a Word document for you instead. And you can use a prior FSU Cover Letter I have attached here for reference. As you'll see from the previous grant letter, funding was made through the Fayetteville State University Foundation as the fiscal agent for the grant and we are fine with going that route too, depending on what you think might be most efficient.

Let me know if you have any other questions.

Thanks,
Annie

-----Original Message-----

From: Pistrui, David [<mailto:dpistrui@uncfsu.edu>]
Sent: Tuesday, July 01, 2014 5:41 PM
To: Hsiao, Annie
Cc: stevephel@gmail.com
Subject: RE: Undergraduate Class funding letter

Hi Annie,

I just reviewed the attachment Cover letter templates, 5.12-2. Is this the correct form? It is a PDF and not clear if I need to do Template 1, 2 or both?

Want to make sure I get the proper paperwork in process.

Thanks much for your assistance.

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474

M. 312.371.8190

From: Hsiao, Annie [Annie.Hsiao@charleskochfoundation.org]

Sent: Tuesday, July 01, 2014 4:59 PM

To: Pistrui, David

Cc: stevephel@gmail.com

Subject: Undergraduate Class funding letter

Hi David,

It was good speaking to you earlier. Thank you again for your time and work on this project. Per our conversation, I have attached a grant letter template for the Course Development and Delivery of your project proposal, with the areas underlined for you to fill in. Please feel free to let me know if you have any other questions at all.

Best,
Annie

Annie Hsiao
Program Manager
Charles Koch Foundation
703-875-1793
charleskochfoundation.org<<http://charleskochinstitute.org/>>



April 10, 2013

Mr. Adam Kissel
Charles Koch Foundation
1515 North Courthouse Road, Suite 200
Arlington, Virginia 22201

Dear Mr. Kissel:

The School of Business and Economics (SBE) at Fayetteville State University has recommended that the University hire Dr. David Pistrui, the well-respected expert on Entrepreneurship, to join our faculty as Professor of Entrepreneurship. To assist in providing the support necessary for Dr. Pistrui to continue to conduct his innovative research on entrepreneurship and economic freedom and to enable him to organize conferences on the subject, the SBE respectfully requests a grant from the Charles Koch Foundation in the amount of \$20,000.00, to be used to supplement Dr. David Pistrui's salary during May and June of 2014.

The above activities, which will be under the control and supervision of the University, will be carried out by Dr. Pistrui, who was selected by the University. Dr. Tavakoli, together with other faculty and staff at the SBE, will work closely with Professor Pistrui to support his research and to help organize conferences and seminars on topics related to entrepreneurship and free enterprise.


Should a grant be awarded by the Charles Koch Foundation, the University respectfully requests that a check made payable to the Fayetteville State University Foundation, which is acting as the fiscal agent for the University with respect to this grant request and has agreed to make any grant funds awarded available to the University for the above-mentioned activities. The funds will be sent to the address below:

Mr. Getchel Caldwell
Vice Chancellor for University Advancement
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,


A.A. Tavakoli, Ph.D.
Dean

Jenkins, Wanda

From: Pistrui, David
Sent: Wednesday, July 02, 2014 3:43 PM
To: Phelan, Steven
Subject: CKF Grant Submission
Attachments: Grant Application FSU Pistrui Fall 2014.docx

Hi Steve,

Attached is the application for the CKF grant we have been discussing. I took what Annie sent and am hoping you can help navigate this with me as Dept. Chair.

If we can get this done ASAP, as stated here, and I get the Intent to Plan doc cleared and paid the fall would look encouraging.

Thanks for your time and assistance.

dp

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190



July 3, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao,

Fayetteville State University respectfully requests a grant in the amount of \$21,060.00 to be used for the following activities during the 2014-15 academic year, fall term:

- Development and delivery of course

ENTR 300 Entrepreneurial Thinking and Creativity Fall 2014

Course Synopsis:

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to encourage and prepare students to prosper in a free society.

Please see accompanying draft course syllabus for further details.

Proposed Budget:

Proposed Budget	Amount
Course development, delivery and administration (faculty stipend*)	\$20,000.00
Course materials (prototyping, creative exercises)	250.00
Books - Science of Success \$16 (per Amazon) X 35 students	560.00
Posters and promotional materials	250.00
Total request	\$21,060.00

* Professor David Pistrui will receive a one-time payment of \$20,000.00 by no later than January 30, 2015, and will be responsible for the taxes.

The proposed activities will take place between August 19, 2014 and December 11, 2014.

The above program [activities] which will be under the control and supervision of the Fayetteville State University will be conducted by Professor David Pistrui, who was selected by the Fayetteville State University.

Should a grant be awarded, the University respectfully requests that a check made payable to the Fayetteville State University Foundation - - which is acting as the fiscal agent for the University with respect to this grant request and has agreed to make any grant funds awarded available to the University for the above-mentioned activities- - be sent to the address below:

Mr. Getchel Caldwell
Vice Chancellor for University Advancement
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,

Steven Phelan, Ph.D.
Endowed Chair of Entrepreneurship
Distinguished Professor of Entrepreneurship
Chair, Department of Management, Marketing and Entrepreneurship
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
sphelan@uncfsu.edu
(910) 672-2410

Enclosures

Jenkins, Wanda

From: Pistrui, David
Sent: Thursday, July 03, 2014 12:26 PM
To: Annie.Hsiao@charleskochfoundation.org; Phelan, Steven; Tavakoli, Assad; Caldwell, Getchel
Subject: Grant Cover Letter
Attachments: CKF Grant Application FSU Pistrui Fall 2014.pdf; ENTR 300 – FSU CKF Fall 2014 Pistrui.pdf

Greetings Annie,

Thank you for providing the templates and example documents, they were very helpful.

As requested please find attached the grant cover letter signed by our department chair Professor Steve Phelan. Dean Tavakoli has also signed off on this proposal. I have attached a copy of the revised course syllabus as well.

Please let me know if you have any questions, or if there is anything else we need to do.

Thank you again for the privilege and opportunity to work with you, and the Charles Koch Foundation. We greatly appreciate your generous support.

Have a nice holiday weekend!

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190



July 3, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao,

Fayetteville State University respectfully requests a grant in the amount of \$21,060.00 to be used for the following activities during the 2014-15 academic year, fall term:

- Development and delivery of a course on Entrepreneurial Thinking and Creativity

Course Synopsis:

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to encourage and prepare students to prosper in a free society.

Please see accompanying draft course syllabus for further details.

Proposed Budget:

Proposed Budget	Amount
Course development, delivery and administration (faculty stipend*)	\$20,000.00
Course materials (prototyping, creative exercises)	250.00
Books - Science of Success \$16 (per Amazon) X 35 students	560.00
Posters and promotional materials	250.00
Total request	\$21,060.00

* Professor David Pistrui will receive a one-time payment of \$20,000.00 no later than January 30, 2015, and will be responsible for the taxes.

The proposed activities will take place between August 19, 2014 and December 11, 2014.

The above program will be under the control and supervision of Fayetteville State University and will be conducted by Professor David Pistrui, who was selected by Fayetteville State University to deliver the course.

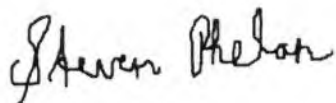
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Vice Chancellor for University Advancement
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Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,

A handwritten signature in black ink that reads "Steven Phelan". The signature is written in a cursive, flowing style.

Dr. Steven Phelan
Distinguished Professor & Department Chair
Department of Management, Marketing, and Entrepreneurship
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
sphelan@uncfsu.edu
(910) 672-2410

Enclosures

ENTR 300 – Entrepreneurial Thinking and Creativity | Fall 2014

Tuesday and Thursday, 12:30 – 1:45 p.m. – School of Business & Economics Building – Room TBD

Instructor:

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Center for Entrepreneurship
School of Business & Economics

Office Hours:

Tu.-Th. – 11:00 a.m. – 12:00 Noon
and 3:00 – 5:00 p.m.
Wed. – 3:30 – 5:30 p.m.
By appointment

Contact:

Office: Harris School of Business & Economics Building - 237
Phone: 910-672-2474
Mobile: 312-371-8190
Email: dpistrui@uncfsu.edu

Required Texts:

Kawasaki, Guy. **The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything**. New York, NY: Portfolio, 2004.
ISBN 1-59184-056-5

Gerber, Michael E. **The E Myth Revisited; Why Most Small Businesses Don't Work and What to Do About It**. New York, NY: HarperCollins, 2001.
ISBN 0-88730-728-0

Recommended Text:

Osterwalder, Alexander and Pigneur, Yves. **Business Model Generation**. Hoboken, NJ: John Wiley and Sons, 2010. ISBN 978-0-470-87641-1

Supplied Text:

Koch, Charles G. **The Science of Success How Market-Based Management Built The Worlds Largest Private Company**. Koch Industries, 2007. ISBN 13-978-0-470-13988-2

Course Description

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to prepare students to gain insights into theory, while applying these concepts. The focus is on developing skills that will help students prosper in a free society.

Course Goals and Primary Learning Outcomes

Primary Goals: Develop skills and know-how that prepare students to succeed in the New Economy by learning to practice entrepreneurial thinking and behaviors. Provide understanding of the methods used by entrepreneurs to launch successful new businesses, as well as, understanding how entrepreneurial thinking can be used to shape the growth and development of established enterprises and organizations.

Specific Outcomes

- Increase insights into the role entrepreneurship plays in the economy, and that self-employment, and working in small and medium enterprises, are viable career options
- Develop an entrepreneurial mindset and opportunity orientation toward creativity and problem solving
- Gain an awareness into what makes entrepreneurs successful, and what they learn from failure and the marketplace
- Cultivate skills and know-how related to identifying and evaluating market opportunities and risk
- Learn how to generate and test ideas for new Ventures, as well as, creating innovative approaches in established organizations
- Build business acumen around the concepts, principles and dimensions of Market-Based Management frameworks
- Strengthen interpersonal skills related to listening, writing, presenting, empathizing, and resolving conflicts

Skills Development

Five skillsets are emphasized throughout the course. These five skills are continually built throughout all entrepreneurship courses. They are:

- Leading, Team Building and Networking
- Opportunity Recognition and Social Science
- Creating, Ideating and Prototyping
- Gathering, Analyzing and Hypothesizing
- Communicating, Selling and Listening

Assignments

Assignments are a mix of in-class and outside class activities. The Assignments will require you to integrate material from sources that were covered including lectures/discussions, required readings and materials posted on Blackboard. On several occasions I will provide guidelines for the Assignments, which will vary in scope.

YOU NEED TO REVIEW THE COURSE SYALIBUS PRIOR TO, AND FOLLOWING EACH CLASS IN ORDER TO KEEP UP WITH OUR ACTIVITIES

Entrepreneurship and Creativity Workbook

You are required to develop an Entrepreneurship and Creativity Workbook for the class.

You need to bring this to every class. They will be used in the same way entrepreneurs use them in practice, to keep track of schedules and activities, capture ideas, sketch visual concepts, take notes and chronicle knowledge. You should take class notes to demonstrate participation, and use the Workbook to create a primer that can be used in your professional development.

These will be collected, reviewed and count for a significant part of your grade.

Business Model Canvas

The goal of a business model is to describe the rationale of how an entrepreneur and/or organization creates, captures and delivers value aimed at consumers in the marketplace. In this assignment, you will identify an opportunity in the marketplace, to solve a real world problem that delivers value and solves a problem with a profit motive. We will use a series of 9 building blocks to help guide us through the process of prototyping and building business models. Further details will be provided in class. The following references provide you with some resources.

Overview - <http://www.youtube.com/watch?v=QoAOzMTLP5s>

Template - <http://www.businessmodelgeneration.com/canvas>

Reference Book - Osterwalder, Alexander and Pigneur, Yves. **Business Model Generation**. Hoboken, NJ: John Wiley and Sons, 2010. ISBN 978-0-470-87641-1

Market-Based Management Infographic

Information graphics, also called infographics are visual depictions of knowledge, information, data and concepts intended to tell a story through the presentation of complex information concisely and clearly. Infographics help develop cognition through the utilization of graphic visualization to identify, probe and find patterns, trends and relationships. We will use a series of in-class exercises and discussions to probe, dissect and identify methods to apply Market-Based Management principles and frameworks. This will culminate with the assignment to create a Market-Based Management Infographic. The following references provide you with some resources.

Market-Based Management

Introduction to Market-Based Management -
<http://www.youtube.com/watch?v=RcXSrBF7oG4>

Applying Market-Based Management to Problem Solving -
http://www.youtube.com/watch?v=OigGJ_B4Oec

Samples and Examples of Infographics

<https://www.google.com/search?q=infographic&client=firefox-a&hs=xAY&rls=org.mozilla:en-US:official&channel=sb&tbm=isch&tbo=u&source=univ&sa=X&ei=X3ycU6rIG8uVyAT3zYC4CA&ved=0CEcQsAQ&biw=1209&bih=614>

Creating infographics with PowerPoint

http://www.youtube.com/results?search_query=creating+infographics+with+powerpoint

Free infographic tools

<https://www.google.com/search?q=infographic&ie=utf-8&oe=utf-8&aq=t&rls=org.mozilla:en-US:official&client=firefox-a&channel=sb#channel=sb&q=free+infographic+tools&rls=org.mozilla:en-US:official>

Opportunity Assessment Report and Presentation

Working in teams, you will review and discuss each team members Business Model Canvas and select one to focus on and further develop. Using the Business Model Canvas as a starting point, each team will undertake a deeper investigation of the opportunity. This will include further market and customer analysis, financial projections, operational estimates, technical needs, and marketing and business development.

As a team, you will produce a report and make a presentation in class. This assignment is intended to be disruptive and challenging. **Teams are advised to work closely, and are expected to make substantial sacrifices in order to achieve the desired results. You cannot simply divide up the work, you will need to coordinate and work closely together. Grammar, presentation, packaging, design and professionalism are all important. Team members will undertake confidential peer evaluations that will impact both individual and team grades.** Further details will be provided in class.

Charles Koch Speaker Series - The class will host 3-5 local entrepreneurs and/or civic leaders as guest speakers. These individuals will bring to life concepts associated with the entrepreneurial thinking, creativity, Market-Based Management and enterprise development. Through his visionary leadership, Charles G. Koch had created and built the largest private enterprise in the US. By applying the components of a free-market society to Koch Industries through this management philosophy, Charles G. Koch was able to build a successful, multi-national company. Over the last forty years, Koch Industries has grown to have a presence in nearly sixty countries and currently employs about 60,000 people. Each speaker will bring their own personal insights into why economic freedom and entrepreneurship are essential for improving the well-being of society as a whole.

Class Participation

Much of your learning in this course will occur as you form and express your views during class discussions. You will have ample opportunities to voice your opinions during presentations by the instructor as well as guest speakers. There will also be occasions where your views may be solicited. It is your responsibility to make sure I know whom you are and be able to recognize your contribution at the end of the course.

If you are unable to make it to class on a given day, it is your responsibility to contact me by email or phone to let me know prior to the start of class. Receiving notification that you will not be in class prior to the start of class is the only way you will be allowed to complete a missed Assignment. Please make note only one make up allowed per student per semester.

Disruptive classroom behavior will detract from your participation grade. Such behavior includes but is not limited to arriving late, leaving early, reading newspapers or anything other than course material, and socializing during presentations or lectures. **CELL PHONES, LAPTOPS AND TABLETS ARE TO BE TURNED OFF DURING CLASS AT ALL TIMES. NO EXCEPTIONS. ON SOME OCCASIONS THE INSTRUCTOR MAY PERMIT THE USE OF PHONES, LAPTOPS AND TABLETS AND WILL PROVIDE INSTRUCTIONS IN CLASS.**

I will invite a number of entrepreneurs and experts to the class to discuss their experiences. I am personally offended when guests take time from their schedule to come to class and present and students fail to follow up with questions. *As if whatever they have said is of no value or of no interest.* Even if that is your view, you are expected to raise your hands and ask questions. Since I have strong opinions on this matter, I observe carefully who makes an effort to ask questions of speakers. **When guests (and students) are presenting in class, all phones, laptops and tablets are to be closed as well as all books and other materials that may distract you from the presentation.**

Random Thoughts (for those seeking an A in the course)

- *Attend every class. Be on time.*
- *Ask questions and make yourself known early in the semester, not later.*
- *On Assignments, do far more than what you think is expected of you.*
- *Sit in the first 5 rows, not the back of the classroom, engage and participate.*
- *If I suggest something worth doing, do it.*
- *If you have to miss class because of a major catastrophic event, let me know before class starts.*
- *Never ask for special consideration, such as "I forgot the assignment was due and can I get partial credit". It gives the impression you are not engaged.*

Grading

Entrepreneurship and Creativity Workbook	25 points (Individual)
Business Model Canvas	10 points (Individual)
Market-Based Management Infographic	15 points (Individual)
Class Participation, Attendance and Team Evaluation	10 points (Individual)
Opportunity Assessment Report	30 points (Team)
Opportunity Assessment Presentation	10 points (Team)
Total	100 points

Opportunities

Extra credit opportunities will be available in limited number throughout the course, and will be posted on Blackboard and presented in class.

Course Policies

Students in this course are expected to conform to all university policies. In particular, students should familiarize themselves with the specific policies and related materials that can be found at:

<http://www.uncfsu.edu/policy/policies-listed-by-subject#Students>

Faculty Profile

David Pistrui, Ph.D., is an Associate Professor of Entrepreneurship and, Director of the Center for Entrepreneurship, at Fayetteville State University. Dr. Pistrui also serves as the Managing Director of Acumen Dynamics, LLC. Dr. Pistrui's activities include strategy development, business succession, assessment modeling, technology transfer, executive education and social science research. This includes programs and activities in the North and South America, Europe, the Middle East and Asia.

Dr. Pistrui has held scholarly appointments in the US and Europe, including the Coleman Foundation Chair in Entrepreneurship at the Illinois Institute of Technology. He served as the founding Managing Director of the Wharton Enterprising Families Initiative at the University of Pennsylvania. In addition, Dr. Pistrui has thirty years of industry experience, having been involved in a series of new ventures that led to public offerings on NASDAQ, Dubai Financial Market and Bahrain Stock Exchange in the technology and construction sectors.

Dr. Pistrui is an active researcher focusing on the growth and societal impact of entrepreneurship, family business, and enterprise development. He is the co-author of groundbreaking work including *New Venture Financing: An Empirical Investigation of Chinese Entrepreneurs*, (Cambridge, 2009), *Family and Cultural Factors Impacting Entrepreneurship in War Time Lebanon*, (Interscience, 2010), *Mapping the Behaviors, Motives and Professional Competencies of Entrepreneurially Minded Engineers in Theory and Practice: An Empirical Investigation*, (Journal of Engineering Entrepreneurship, 2013).

In 2009 Dr. Pistrui was appointed as a Senior Fellow at the Austrian Economics Center in Vienna, Austria. Dr. Pistrui provides commentary to TV, radio, and business publications. He has appeared in Crains' Chicago Business, Family Business, MEED, CNN, CNBC, INC. Magazine, Entrepreneur, Los Angeles Business Journal, Chicago Tribune, Bahrain Tribune, Alwasat, Gulf Business, Gulf News, Khaleej Times, Profil, Format, Der Standard, Die Presse, Wirtschaft Blatt, Ekonmist and many other news and media outlets.

Dr. Pistrui holds a Ph.D. in Business Administration (Cum Laude) in Entrepreneurship, Strategy, and Management from Universitat Autònoma de Barcelona, Spain, and a Ph.D., in Sociology from the University of Bucharest, Romania. He earned a Master of Arts in Liberal Studies degree from DePaul University (Chicago) and a Bachelor of Business Administration, in Marketing and Economics from Western Michigan University.

Tentative Course Schedule *(Dates and assignments are subject to change)*

Dates	Topics	Assignments
Aug 21	Introduction and Overview The Role of Business in Society	Review syllabus and expectations Charles Koch: The Role of Business in Society - http://www.youtube.com/watch?v=Gbx4sFGk2SM The Science of Success: Lessons from my Father - Charles G. Koch - http://www.youtube.com/watch?v=VhCDK1OCRlc
26	Opportunity Identification, the Entrepreneurial Mindset, and Market-Based Management	Kawasaki – Chapter 1 Koch – Chapter 1 Introduction to Market-Based Management - http://www.youtube.com/watch?v=RcXSrBF7oG4
28	Creativity, Rapid Prototyping and Human Action	Gerber – Introduction & Chapter 1 Koch – Chapter 2
Sept 2	Business Model Canvas (BMC)	Kawasaki – Chapter 2, Gerber – 2 Business Model Canvas Assignment
4	Vision, The Business Development Processes & BMC	Gerber – Chapters 10-11-12 Koch – Chapter 3 Applying Market-Based Management to Problem Solving - http://www.youtube.com/watch?v=OigGJ_B4Oec
9	The Virtues of Strategy, Strategic Objectives & BMC	Gerber – Chapter 2 Koch – Chapter 4
11	Knowledge Processes, Design Thinking & BMC	Brown, Tim. Design Thinking. HBR, June 2008 (posted on BlackBoard) Koch – Chapter 5
16	Charles Koch Institute Speaker Series Kick Off	BMC Assignment Due - Workbook meetings (by appointment)
18	Entrepreneurial Principals, Humility, Respect and Change	MBM Infographics Assignment Gerber – Chapter 3 Koch – Chapter 6 Workbook meetings (by appointment)

Mike Maciejewski Georgia Pacific Corp, New Manufacturing -
<http://www.youtube.com/watch?v=3wiK0BLgeLA>

23	Bootstrapping (and the 3Fs), and Entrepreneurial Finance	Kawasaki – Chapter 5 Workbook meetings (by appointment) MBM Infographics Assignment
25	Building Entrepreneurial Teams and Providing Incentives	Kawasaki – Chapter 6 Koch – Chapter 7 MBM Infographics Assignment
30	The Art of Pitching, Presenting and Lessons Learned	Kawasaki – Chapter 3 Koch – Chapter 8 Workbook meetings (by appointment) MBM Infographics Assignment http://www.mindtools.com/pages/article/elevator-pitch.htm
2	Elevator Pitch's and MBM Infographics Assignment Presentations	MBM Infographics Assignment Due and In-class presentations Review Kawasaki – Chapter 3
7	Elevator Pitch's and MBM Infographics Assignment Presentations	Review Kawasaki – Chapter 3 and In-class presentations
9	Elevator Pitch's and MBM Infographics Assignment Presentations	Review Kawasaki – Chapter 3 and In-class presentations
14	Charles Koch Institute Speaker Series, Opportunity Assessment (OPASS) Project Team	Kawasaki – Chapter - 4 Team Formation
16	Midterm Break	
21	OPASS Team Project Kick Off, Applying Market-Based Management in Team Projects	Gerber – Chapters 5 & 14 OPASS Team Project
23	Vision, Mission, Values and Objectives	Gerber – Chapter 3 OPASS Abstract
28	Leading and Managing People and Creating Well-Being	Gerber – Chapters 15-16
30	The Art of Raising Capital	Kawasaki – Chapter - 7

and Compliance Standards

Nov	4	Charles Koch Institute Speaker Series, OPASS V1.0, Marketing and Customer Focus	Gerber – Chapter 17 OPASS Updates Workbook meetings (by appointment)
	6	OPASS V1.0, Branding and Value Creation	Kawasaki – Chapter - 9 OPASS Update Presentations Workbook meetings (by appointment)
	11	The Art of Rain Making, OPASS V1.0	Hand in OPASS V1.0, Kawasaki – Chapter - 10 Workbook meetings (by appointment)
	13	Entrepreneurial Responsibility and Judgment, OPASS V2.0	Kawasaki – Chapter – 11, OPASS V2.0 Workbook meetings (by appointment)
	18	Charles Koch Institute Speaker Series, OPASS V2.0 Updates, Final Reports and Presentations	Work on OPASS Report and Presentation
	20	OPASS V2.0 Updates, Final Reports and Presentations	Work on OPASS Report and Presentation
	25	Finalize OPASS Project and Workbooks	Work on OPASS Report and Presentation Hand in Workbook
	27	Thanksgiving	No class
Dec	2	OPASS Final Presentations	
	4	OPASS Final Presentations – Hand in OPASS Reports and Team Evaluations	
	9	OPASS Final Presentations (if necessary)	

Jenkins, Wanda

From: Phelan, Steven
Sent: Thursday, July 03, 2014 11:05 AM
To: Pistrui, David
Cc: Tavakoli, Assad
Subject: CKF grant application letter
Attachments: CKF Grant Application FSU Pistrui Fall 2014.pdf

David,

Please find enclosed the application letter for the CKF grant as discussed (signed by me as department chair as the Foundation requested). Let me know if you require any further assistance.

Kind regards
Steve



July 3, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao,

Fayetteville State University respectfully requests a grant in the amount of \$21,060.00 to be used for the following activities during the 2014-15 academic year, fall term:

- Development and delivery of a course on Entrepreneurial Thinking and Creativity

Course Synopsis:

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to encourage and prepare students to prosper in a free society.

Please see accompanying draft course syllabus for further details.

Proposed Budget:

Proposed Budget	Amount
Course development, delivery and administration (faculty stipend*)	\$20,000.00
Course materials (prototyping, creative exercises)	250.00
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The above program will be under the control and supervision of Fayetteville State University and will be conducted by Professor David Pistrui, who was selected by Fayetteville State University to deliver the course.

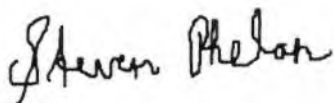
Should a grant be awarded, the University respectfully requests that the check should be made payable to the Fayetteville State University Foundation - - which is acting as the fiscal agent for the University with respect to this grant request and has agreed to make any grant funds awarded available to the University for the above-mentioned activities. The check should be mailed to:

Mr. Getchel Caldwell
Vice Chancellor for University Advancement
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,

A handwritten signature in black ink that reads "Steven Phelan". The signature is written in a cursive, flowing style.

Dr. Steven Phelan
Distinguished Professor & Department Chair
Department of Management, Marketing, and Entrepreneurship
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
sphelan@uncfsu.edu
(910) 672-2410

Enclosures

Jenkins, Wanda

From: Hsiao, Annie <Annie.Hsiao@charleskochfoundation.org>
Sent: Tuesday, August 05, 2014 10:27 AM
To: Pistrui, David
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal
Attachments: Undergrad Msmt Report (2014-05-07).doc; Lecture Series Questionnaire 9_11_13_updated FINAL.DOCX

Hi David,

Thank you so much for sending this. I was just about to send you some documents in advance of our call as well and have attached them both here. The Undergraduate Measurement Reporting document is what we use for measurement data, at the end of a program. Consequently, we will need to collect this sometime around Christmas. The main data point we like to see is that you are connecting with students and helping them to get connected to network opportunities like seminars, internships, full-time positions, graduate school assistance, and other related next steps for them.

Also, if you want to use CKF's name or logo anywhere in print (for advertisement or otherwise), the communications team wants to see it before it is shared. Lastly, if you bring in guest speakers, you can use the attached lecture series survey to gather student feedback. You can also use this electronic version: <http://www.tfaforms.com/299868>

We will talk some more about this soon, but if you have any questions about this, please feel free to ask!

Talk soon!

Annie

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]
Sent: Tuesday, August 05, 2014 10:18 AM
To: Hsiao, Annie
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

Greetings Annie,

Please find attached the course syllabus for ENTR 300 Entrepreneurial Thinking and Creativity. We can use this document for our call today regarding outcomes, outputs and artifacts related to the the grant.

Looking forward to our call, and thank you very much for your support!

David

David Pistrui, Ph.D.

Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Hsiao, Annie [Annie.Hsiao@charleskochfoundation.org]
Sent: Thursday, July 31, 2014 4:25 PM
To: Pistrui, David
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

That works. Talk to you on Tuesday, safe travels!

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]
Sent: Thursday, July 31, 2014 4:21 PM
To: Hsiao, Annie
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

Hi Annie,

Thanks for your message, the weather has been a mixture of 90+ and heavy storms! How about Tuesday 8/5 at 11 am EDT? Monday I will be returning from Romania.

Looking forward to our call.

Best -

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Hsiao, Annie [Annie.Hsiao@charleskochfoundation.org]
Sent: Thursday, July 31, 2014 4:19 PM
To: Pistrui, David
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

Hi David,

Hope you're at least getting good weather in Transylvania! Thanks for following up, I am free on Monday and Tuesday morning, but then will be out of town from 8/6-12.

Let me know when would work best for all of you as well.

Annie

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]

Sent: Thursday, July 31, 2014 4:14 PM

To: Hsiao, Annie

Cc: Phelan, Steven

Subject: RE: Update on your Grant Proposal

Hi Annie,

Greetings from Transylvania! I apologize for not being to lock down a time while I am in Romania. It turns out that I have had reduced access to the web. May I kindly propose a call next week when I return to the US. I am flexible 8/6, 7 and 8 midmorning and afternoons. Would 8/ or 8/8 at 11 am EDT work for you? Please let me know, and if these times do not work suggest some alternatives.

Concerning the call with Steve and Petur, I will circle back with them and come back with some proposed dates and times.

Looking forward to our discussion and thank you again for your interest and support.

David

David Pistrui, Ph.D.

Associate Professor of Entrepreneurship

Director, Entrepreneurship Center

Fayetteville State University

E. dpistrui@uncfsu.edu

T. 910.672.2474

M. 312.371.8190

From: Hsiao, Annie [Annie.Hsiao@charleskochfoundation.org]

Sent: Tuesday, July 22, 2014 4:48 PM

To: Pistrui, David

Cc: Phelan, Steven

Subject: RE: Update on your Grant Proposal

Hi David,

Thank you so much for your response even while you are abroad. I have a meetings during those times but perhaps next week, Monday or Tuesday, might work for this discussion about outputs/expectations?

Great to hear you all are interested in moving forward with having a conversation with Civitas and our External Relations Manager here. Look forward to hearing what all your availability looks like.

Thanks,
Annie

-----Original Message-----

From: Pistrui, David [mailto:dpistrui@uncfsu.edu]
Sent: Tuesday, July 22, 2014 1:08 PM
To: Hsiao, Annie
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

Annie,

Greetings from Bucharest. Yes I have time later this week on Thursday or Friday to touch base regarding outputs and expectations. There is a 7 hour time difference so your morning and my afternoon/evening will work best. I am thinking Thursday 8/24 11:30 am EDT / 6:30 EET either day could work. Let me know if one of these times work and we will get a Skype locked in. My Skype address is davidpistrui-chicago all lower case.

I have discussed with Steve and Petur, but we have not locked down any times. I will send them an email now and get some dates and times and come back to you. Based on my conversations, there is a keen interest and we are excited about this opportunity.

Let me if one of the proposed times will work and I will follow up with Steve and Petru.

Thank you again for the privilege and opportunity to work with you and the Koch Foundation.

Best regards,

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Hsiao, Annie [Annie.Hsiao@charleskochfoundation.org]
Sent: Monday, July 21, 2014 2:59 PM
To: Pistrui, David
Cc: Phelan, Steven
Subject: RE: Update on your Grant Proposal

David,

Would you have some time to discuss outputs and expectations will look like, perhaps later this week? Let me know when would work best for you.

Also, wanted to follow up and see when you, Steve and Petur would be available to speak with me and our external relations manager.

Thanks,
Annie

-----Original Message-----

From: Phelan, Steven [mailto:sphelan@uncfsu.edu]

Sent: Tuesday, July 15, 2014 4:54 PM

To: Hsiao, Annie

Cc: Pistrui, David; Tavakoli, Assad

Subject: Re: Update on your Grant Proposal

Thanks, Annie! Congrats, David!

Sent from my iPhone

On Jul 15, 2014, at 3:55 PM, "Hsiao, Annie"

<Annie.Hsiao@charleskochfoundation.org<mailto:Annie.Hsiao@charleskochfoundation.org>> wrote:

Dear David and Steve,

Per our conversation earlier, I am pleased to inform you that the board of the Charles Koch Foundation has approved a grant, to be executed under David Pistrui's supervision and according to the proposal submitted by Fayetteville State University, in the amount of \$21,000.00 toward course development.

At your convenience, I would like to give you a call to discuss the reporting requirements associated with the grant as well as what you can expect from us in the coming months. Might you be available to chat next week? If so, then please feel free to propose the best days or times.

You should receive the check within 2-3 weeks. Thank you for your commitment to mentoring students in the tradition of liberty. Please let me know if you have any questions or concerns.

Best,
Annie

Annie Hsiao
Program Manager
Charles Koch Foundation
703-875-1793
charleskochfoundation.org<<http://charleskochinstitute.org/>>



University:

Program Title (if any):

Program Leader Name:

Date Submitted:

Grant Awarded: \$

Remaining Funds: \$

Results

1.) The Charles Koch Foundation welcomes the opportunity to help your students (including direct program participants or just students that you have been mentoring at your) pursue the next step in their professional or academic development. We are also excited to learn what your students are going on to do related to the ideas you've been engaging them with this past year; seeing students getting involved in opportunities outside of the classroom is a key way that we measure success (or something like "derive value from the programs that we fund").

For the "Opportunity" section in the table below, please include information* regarding activities that individual students have taken advantage of, including, but not limited to:

- graduate school,
- fellowship/educational seminars,
- non-profit employment or internships,
- research projects or publishing opportunities,
- academic conferences, or
- involvement in students groups.

Student E-mail* (preferably not a ".edu")	First Name*	Last Name*	Opportunity	Anticipated Graduation Date
e.g. jjones@gmail.com	John	Jones	Hired as intern at Cato; also attending IHS Summer Seminar	June 2015
e.g. a.smith@yahoo.com	Andrew	Smith	Accepted full-ride offer to PhD program starting fall of this year	May 2016

Please note that information on how your students are further engaging with the ideas and concepts introduced/discussed through your programming is an essential part of how the Foundation evaluates any recurring grant requests.

* As stated in the email accompanying this form, we request student contact information at your discretion, with your students' permission to share their information with the Charles Koch Foundation and/or Charles Koch Institute, and in compliance with your school's student privacy policies and applicable federal and state law. Student information will not be shared with third parties except as described below. We will use the contact information to keep students apprised of career and educational opportunities through the Charles Koch Institute and Foundation as well as several of our partner organizations. We will also provide students with other educational information.

Activities

2.) What were the activities conducted AND how many students were reached through each activity? Examples of relevant information could include **brief event descriptions, course syllabi, completed student projects**, etc. The following format is optional.

Activity	Description	Number of Participants
e.g. lecture by Bob Smith	Lecture introducing public choice.	about 80 students
e.g. Fall reading group	Met 2 hours each week to discuss book chapters and articles. Schedule of readings attached.	12 students

3.) Please provide any additional information or thoughts on the activities conducted and their impact on your campus community.

Budget

4.) Explain any discrepancies between the actual and intended use of the funds.

General Feedback

5.) We appreciate your feedback. If there is anything we can do to improve your experience working with the Charles Koch Foundation, please let us know.

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
4. Why did you attend this lecture?
☐ In class ☐ Extra Credit ☐ Interest in Topic ☐ Interest in speaker ☐ Other _____

On a scale of 1 to 6, with 6 being strongly agree and 1 being strongly disagree, how would you rate the speaker on the following statements?

	Strongly Disagree					Strongly Agree				
5. The speaker was engaging.	1	2	3	4	5	6				
6. If it were offered, I would take a class taught by the speaker.	1	2	3	4	5	6				
7. I found the speaker's arguments were rooted in fact.	1	2	3	4	5	6				
8. I found the speaker's arguments to be clear and easy to follow.	1	2	3	4	5	6				
9. I am interested in learning more about the ideas discussed in the lecture.	1	2	3	4	5	6				

10. Prior to the lecture, how familiar were you with the topic(s) discussed?
☐ Unfamiliar ☐ Somewhat Familiar ☐ Very Familiar
11. To what extent did the content of the lecture improve your understanding of the ideas discussed?
☐ Not at all ☐ Somewhat ☐ Significantly.

Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____

Lecture Series Questionnaire

1. Speaker's name? _____
2. I am a: ☐ Undergraduate ☐ Graduate ☐ Professor ☐ Community Member
3. What is your major/intended major & expected graduation date? _____
4. Why did you attend this lecture?
☐ In class ☐ Extra Credit ☐ Interest in Topic ☐ Interest in speaker ☐ Other _____

On a scale of 1 to 6, with 6 being strongly agree and 1 being strongly disagree, how would you rate the speaker on the following statements?

	Strongly Disagree					Strongly Agree				
5. The speaker was engaging.	1	2	3	4	5	6				
6. If it were offered, I would take a class taught by the speaker.	1	2	3	4	5	6				
7. I found the speaker's arguments were rooted in fact.	1	2	3	4	5	6				
8. I found the speaker's arguments to be clear and easy to follow.	1	2	3	4	5	6				
9. I am interested in learning more about the ideas discussed in the lecture.	1	2	3	4	5	6				

10. Prior to the lecture, how familiar were you with the topic(s) discussed?
☐ Unfamiliar ☐ Somewhat Familiar ☐ Very Familiar
11. To what extent did the content of the lecture improve your understanding of the ideas discussed?
☐ Not at all ☐ Somewhat ☐ Significantly.

Additional Comments:

(Optional): Please leave your email address if you are interested in being notified of similar events or related internship/job opportunities.

Name: _____

Email Address: _____

Jenkins, Wanda

From: Pistrui, David
Sent: Wednesday, August 27, 2014 8:26 PM
To: Tavakoli, Assad
Subject: RE: Koch Foundation
Attachments: CKF Grant Application FSU Pistrui Fall 2014.pdf

Assad,

Thanks for your assistance. Attached is the application. Getchel has the check and the douse/program is underway. Really, really like to get this done ASAP.

Any idea when I will get a check on the previous grant? Getchel led me to believe that they had the check in the works.

Hope you are feeling better, and will be glad to see you back on campus.

Thanks again.

David

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Tavakoli, Assad
Sent: Wednesday, August 27, 2014 5:22 PM
To: Pistrui, David
Subject: Re: Koch Foundation

Please send a copy of your new funded proposal. Do you have any communication from KF that the funds have been transferred to FSU?

I hear that the KF funds are grants money and hence must have been deposited at a different account rather than the FSU Foundation. Hopefully, this problem will be resolved soon.

Please refrain from communicating with KF as we try to resolve the issues.

Sent from my iPhone

> On Aug 27, 2014, at 4:54 PM, "Pistrui, David" <dpistrui@uncfsu.edu> wrote:
>

> Assad,
>
> Greetings and speedy recovery. That is news to me, and I don't think it is the case. I met with Getchel yesterday and he said he had canceled a meeting with them in regards to the doctoral program, nothing related to my grant. Can you elaborate?
> The grant was approved and the check is with Getchel. To make matters worse I need access to the funds in order to purchase the books and other materials for the students. What I need is for an account to be set up so I can draw funds as per the approved budget ASAP. The students (and faculty member, me) are being deprived and this is really disappointing. Can you help? My experience at other schools was very simple and straight forward, account was set up and within 1-2 days I had access to the funds.
>
> Furthermore, I still have not received a check from the first Koch grant, and it has been three (3) months now, and I can't get an answer from anyone, no one. I am at wits end with this situation. It is very unprofessional. This is frustrating. Can you please help me!?
>
> David
>
> David Pistrui, Ph.D.
> Associate Professor of Entrepreneurship Director, Entrepreneurship
> Center Fayetteville State University E. dpistrui@uncfsu.edu T.
> 910.672.2474 M. 312.371.8190 _____
> From: Tavakoli, Assad
> Sent: Wednesday, August 27, 2014 4:05 PM
> To: Pistrui, David
> Subject: Koch Foundation
>
> David,
> I understand that Koch Foundation has recently contacted the Office of University Advancement regarding your new grant and have raised a number of questions.
>
> Please update me about the status of your proposal and share any information that I may not be aware of.
>
> Thank you.
> Assad
>
> Sent from my iPhone



July 3, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao,

Fayetteville State University respectfully requests a grant in the amount of \$21,060.00 to be used for the following activities during the 2014-15 academic year, fall term:

- Development and delivery of a course on Entrepreneurial Thinking and Creativity

Course Synopsis:

This course will promote entrepreneurial thinking and explore a variety of problem solving approaches. Students will experience what it means to fully engage their brains to discover the patterns that produce breakthrough ideas. This course will explore the creative process and help students identify their own creative problem-solving styles. A blended, multidisciplinary framework will be employed drawing from entrepreneurship, design thinking, Market-Based Management and economics to encourage and prepare students to prosper in a free society.

Please see accompanying draft course syllabus for further details.

Proposed Budget:

Proposed Budget	Amount
Course development, delivery and administration (faculty stipend*)	\$20,000.00
Course materials (prototyping, creative exercises)	250.00
Books - Science of Success \$16 (per Amazon) X 35 students	560.00
Posters and promotional materials	250.00
Total request	\$21,060.00

* Professor David Pistrui will receive a one-time payment of \$20,000.00 no later than January 30, 2015, and will be responsible for the taxes.

The proposed activities will take place between August 19, 2014 and December 11, 2014.

The above program will be under the control and supervision of Fayetteville State University and will be conducted by Professor David Pistrui, who was selected by Fayetteville State University to deliver the course.

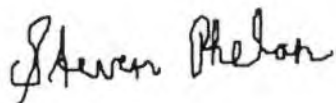
Should a grant be awarded, the University respectfully requests that the check should be made payable to the Fayetteville State University Foundation - - which is acting as the fiscal agent for the University with respect to this grant request and has agreed to make any grant funds awarded available to the University for the above-mentioned activities. The check should be mailed to:

Mr. Getchel Caldwell
Vice Chancellor for University Advancement
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301

Any grant awarded shall be expended exclusively for charitable purposes described in Code section 170(c)(2)(B) and no part of the grant will be used for a lobbying purpose or to engage in any political activity.

Please do not hesitate to contact me if you have any questions about the above-mentioned grant request.

Sincerely,

A handwritten signature in black ink, reading "Steven Phelan". The signature is written in a cursive, flowing style.

Dr. Steven Phelan
Distinguished Professor & Department Chair
Department of Management, Marketing, and Entrepreneurship
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
sphelan@uncfsu.edu
(910) 672-2410

Enclosures

Jenkins, Wanda

From: Young, Jon
Sent: Wednesday, September 03, 2014 12:56 PM
To: Anderson, James
Cc: CONWAY, THOMAS E. H.; Jenkins, Wanda; Caldwell, Getchel
Subject: FW: foundation funds
Attachments: CKF Grant Application FSU Pistrui Fall 2014.txt

Chancellor,

The attached "grant application" was submitted by the SBE directly to the Koch Foundation for a project for Dr. David Pistrui. The proposal did not go through the normal approval process. I was unaware of the proposal until after it was submitted. The proposal raises many concerns, the most significant of which are 1) the proposal states that we will pay the faculty member additional funds for teaching a course for which he is already receiving a salary, and 2) it appears that the Koch Foundation is directly influencing course content. I would never have approved such a proposal had it come to me. After reviewing with Wanda and Getchel, I am recommending we return the funds to the Koch Foundation. (I have drafted a short cover letter that, I think, should come from you.) Dr. Tavakoli is concerned that returning these funds will jeopardize future contributions from Koch. I think that is a chance we have to take. My draft letter is designed to help them understand why we are returning the funds.

I should note that the Koch Foundation gave an earlier gift for a summer project (develop a plan for a Center for Entrepreneurship) that Dr. Pistrui completed. Since that project was outside his normal contract period and was not directly related to curriculum and instruction, it does not raise the same concerns.

Please advise if you want to return the most recent funds.

Jon

Draft of letter:

Dear _____;

Fayetteville State University is very grateful for the financial support provided by the Koch Foundation in recent years. We regretfully must return your most recent gift of \$21,060, for Dr. David Pistrui develop a deliver a course in Entrepreneurship. This proposal was submitted to you without approval by appropriate university officials and, unfortunately, and is inconsistent with university policies. I am directing the Dean of the School of Business to revise the proposal, with appropriate university review and approval, and resubmit for your future consideration.

Again, thank you for your support of FSU.

Sincerely,

-----Original Message-----

From: Tavakoli, Assad
Sent: Thursday, August 28, 2014 5:04 PM
To: Young, Jon
Subject: RE: foundation funds

Jon,
I have attached a copy of proposal that was submitted to CKF during the summer. This proposal has been approved by the Foundation and according to David Pistrui the funds have already been transferred to FSU. As of this date, nobody has brought any questions/issues to my attention that Mr. Caldwell is referring to! In fact, we have always had a cordial and professional relationship with CKF and have communicated with them openly and directly.

It should also be noted that David has not yet been paid for the project that he completed in June. I have discussed this matter with Mr. Caldwell, who has repeatedly told that he would be paid soon! According to Pam who has spoken to Mr. Caldwell, these funds should not have been transferred to the FSU Foundation, since they are project related and must have been processed through the Grants and Contract office.

I would appreciate your assistance in resolving these problems at your earliest convenience.

Thank you.
Assad

From: Young, Jon
Sent: Wednesday, August 27, 2014 2:00 PM
To: Tavakoli, Assad
Subject: foundation funds

Dean,

Evidently, David Pistrui has requested the Koch Foundation to provide another salary supplement for him for the current year. The Foundation has contacted Getchel Caldwell and it has raised a number of questions. Were you were aware of the most recent dialogue? Effective immediately, no faculty member should make request of Koch Foundation without approval from you and me.

Jon

Jenkins, Wanda

From: Young, Jon
Sent: Wednesday, September 10, 2014 7:33 AM
To: Zomerfeld, Ann
Cc: Caldwell, Getchel
Subject: FW: Return funds to Koch Foundation
Attachments: KochFoundationLetter.docx

Ann,

See attached letter for the Chancellor review and signature, if he approves. Please communicate with Mr. Caldwell regarding the check for enclosure with the letter.

Thanks,
Jon

-----Original Message-----

From: Anderson, James
Sent: Wednesday, September 03, 2014 1:43 PM
To: Young, Jon
Subject: Re: foundation funds

Yes.

Sent from my iPhone

On Sep 3, 2014, at 1:12 PM, "Young, Jon" <jyoung@uncfsu.edu> wrote:

> Is it okay for the letter to come from you? If so, I will prepare for your signature.

>

> -----Original Message-----

> From: Anderson, James

> Sent: Wednesday, September 03, 2014 1:11 PM

> To: Young, Jon

> Cc: CONWAY, THOMAS E. H.; Jenkins, Wanda; Caldwell, Getchel

> Subject: Re: foundation funds

>

> Return the funds. Your letter is fine.

>

> Sent from my iPhone

>

> On Sep 3, 2014, at 12:55 PM, "Young, Jon" <jyoung@uncfsu.edu> wrote:

>

>> Chancellor,

>>

>> The attached "grant application" was submitted by the SBE directly to the Koch Foundation for a project for Dr. David Pistrui. The proposal did not go through the normal approval process. I was unaware of the proposal until after it was submitted. The proposal raises many concerns, the most significant of which are 1) the proposal states that we will pay the faculty member additional funds for teaching a course for which he is already receiving a salary, and 2) it appears that the Koch Foundation is directly influencing course content. I would never have approved such a proposal had it come to me. After reviewing with Wanda and Getchel, I am recommending we return the funds to the Koch Foundation. (I have drafted a short cover letter that, I think, should come from you.) Dr. Tavakoli is concerned that returning these funds will jeopardize future contributions from Koch. I think that is a chance we have to take. My draft letter is designed to help them understand why we are returning the funds.

>>

>> I should note that the Koch Foundation gave an earlier gift for a summer project (develop a plan for a Center for Entrepreneurship) that Dr. Pistrui completed. Since that project was outside his normal contract period and was not directly related to curriculum and instruction, it does not raise the same concerns.

>>

>> Please advise if you want to return the most recent funds.

>>

>> Jon

>>

>> Draft of letter:

>>

>> Dear _____;

>>

>> Fayetteville State University is very grateful for the financial support provided by the Koch Foundation in recent years. We regretfully must return your most recent gift of \$21,060, for Dr. David Pistrui develop a deliver a course in Entrepreneurship. This proposal was submitted to you without approval by appropriate university officials and, unfortunately, and is inconsistent with university policies. I am directing the Dean of the School of Business to revise the proposal, with appropriate university review and approval, and resubmit for your future consideration.

>>

>> Again, thank you for your support of FSU.

>>

>> Sincerely,

>>

>>

>> -----Original Message-----

>> From: Tavakoli, Assad

>> Sent: Thursday, August 28, 2014 5:04 PM

>> To: Young, Jon

>> Subject: RE: foundation funds

>>

>>

>> Jon,

>> I have attached a copy of proposal that was submitted to CKF during the summer. This proposal has been approved by the Foundation and according to David Pistrui the funds have already been transferred to FSU. As of this date, nobody has brought any questions/issues to my attention that Mr. Caldwell is referring to! In fact, we have always had a cordial and professional relationship with CKF and have communicated with them openly and directly.

>>

>> It should also be noted that David has not yet been paid for the project that he completed in June. I have discussed this matter with Mr. Caldwell, who has repeatedly told that he would be paid soon! According to Pam who has spoken to Mr. Caldwell, these funds should not have been transferred to the FSU Foundation, since they are project related and must have been processed through the Grants and Contract office.

>>

>> I would appreciate your assistance in resolving these problems at your earliest convenience.

>>

>> Thank you.

>> Assad

>>

>> _____

>> From: Young, Jon

>> Sent: Wednesday, August 27, 2014 2:00 PM

>> To: Tavakoli, Assad

>> Subject: foundation funds

>>

>> Dean,

>>

>> Evidently, David Pistrui has requested the Koch Foundation to provide another salary supplement for him for the current year. The Foundation has contacted Getchel Caldwell and it has raised a number of questions. Were you were aware of the most recent dialogue? Effective immediately, no faculty member should make request of Koch Foundation without approval from you and me.

>>

>> Jon

>> <CKF Grant Application FSU Pistrui Fall 2014.txt>

September 10, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao:

Fayetteville State University is very grateful for the financial support provided by the Koch Foundation in recent years. We regretfully must return your most recent gift of \$21,060, for Dr. David Pistrui to develop and deliver a course in Entrepreneurship. This proposal was submitted to you without approval by appropriate university officials and, unfortunately, is inconsistent with university policies. I am directing the Dean of the School of Business to revise the proposal, with appropriate university review and approval, and resubmit for your future consideration.

Again, thank you for your support of FSU.

Sincerely,

James A. Anderson
Chancellor

Cc: Mr. Getchel Caldwell, Vice Chancellor for Institutional Advancement
Dr. Jon Young, Provost
Dr. Assad Tavakoli, Dean of the School of Business and Economics

Jenkins, Wanda

From: Young, Jon
Sent: Wednesday, September 10, 2014 1:26 PM
To: Tavakoli, Assad
Subject: FW:
Attachments: KochFoundationLetter.docx

fyi

-----Original Message-----

From: Pistrui, David
Sent: Wednesday, September 10, 2014 1:21 PM
To: Young, Jon; Caldwell, Getchel; Tavakoli, Assad; Phelan, Steven
Subject: RE:

Thank you for the update, this is helpful. For the sake of the upcoming call, and the fact that I was the PI, can you please share what is in the letter? Thank you.

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

From: Young, Jon
Sent: Wednesday, September 10, 2014 1:16 PM
To: Pistrui, David; Caldwell, Getchel; Tavakoli, Assad; Phelan, Steven
Subject: RE:

The chancellor has written a letter to the Foundation explaining the return of the check. We are not simply sending back a check without explanation. A copy of the letter will go to the dean.

-----Original Message-----

From: Pistrui, David
Sent: Wednesday, September 10, 2014 1:12 PM
To: Caldwell, Getchel; Young, Jon; Tavakoli, Assad; Phelan, Steven
Subject:

Getchel,

I have been informed that the FSU cabinet has decided to return \$20,000 in grant money to the Koch Foundation. I believe it is important that someone at FSU formally notifies the grant officer at the Koch Foundation of this decision before a check arrives in the mail with no explanation.

As I am in regular communication with the Foundation, I would be willing to undertake this communication if you can provide me with some rationale for the decision. In fact, I have a conference call scheduled with the Foundation on Friday and I am sure the progress of the grant will be a topic of discussion. Please advise how you would like me to proceed.

David Pistrui, Ph.D.
Associate Professor of Entrepreneurship
Director, Entrepreneurship Center
Fayetteville State University
E. dpistrui@uncfsu.edu
T. 910.672.2474
M. 312.371.8190

September 10, 2014

Ms. Annie Hsiao
Charles Koch Foundation
1515 North Courthouse Road
Suite 200
Arlington, VA 22201

Dear Ms. Hsiao:

Fayetteville State University is very grateful for the financial support provided by the Koch Foundation in recent years. We regretfully must return your most recent gift of \$21,060, for Dr. David Pistrui to develop and deliver a course in Entrepreneurship. This proposal was submitted to you without approval by appropriate university officials and, unfortunately, is inconsistent with university policies. I am directing the Dean of the School of Business to revise the proposal, with appropriate university review and approval, and resubmit for your future consideration.

Again, thank you for your support of FSU.

Sincerely,

James A. Anderson
Chancellor

Cc: Mr. Getchel Caldwell, Vice Chancellor for Institutional Advancement
Dr. Jon Young, Provost
Dr. Assad Tavakoli, Dean of the School of Business and Economics

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Tuesday, October 28, 2014 12:37 PM
To: Hsiao, Annie
Subject: FSU- Proposal
Attachments: Speaker Series Proposal 10-28-14.docx

Hi Annie,

Per our recent telephone conversation, attached please find the draft of our proposal to establish an annual speaker series. Please review and let me know of any question or suggestion to revise the proposal.

I also wonder if you have any update regarding your support for our proposal DBA program.

I look forward to hearing from you.

Regards,
Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

Proposal to the Charles Koch Foundation for 'Business Champion' Speaker Series

It is well recognized that one of the key underpinnings of any successful strategy to drive economic growth is a mindset of entrepreneurship, individual responsibility, and individual initiative. Arthur Brooks, President of the American Enterprise Institute, points out that *"the record of free enterprise in improving the lives of the poor both here and abroad is spectacular."* (Wall Street Journal, March 2013) He further argues that *"Entrepreneurship should not [just] be extolled as a path to accumulating wealth but as a celebration of everyday men and women who want to build their own lives, whether they start a business and make a lot of money or not."* In that spirit, the Fayetteville State University School of Business and Economics (SBE) proposes to establish the 'Business Champion Series', to feature motivational speakers highlighting the success of minority entrepreneurship.

The objective of the series will be to encourage students, staff, and community members in the Fayetteville areato solve observed challenges by creating new solutions. By promoting this 'can do' entrepreneurial mindset, the SBE seeks to inspire those with historically limited opportunities to improve the performance of existing organizations as well as to create new possibilities through innovation and growth.

As a leading HBCU and constituent institution of the University of North Carolina system, FSU is well-positioned to attract highly regarded speakers. The SBE's online MBA program is rated as one of the top 100 in the US by U.S. News and World Report. The SBE's faculty is rated as one of the top 75 by the Social Science Research Network. With over 700 business school students, and almost 6,000 total students, FSU has a large number of students who could benefit from an effective entrepreneurial message. Our target is to create an event that will attract at least 500 students and other participants.

To achieve the targeted impact, we are proposing to invite founders/CEO's of major, minority-owned companies. Examples would include Catherine Hughes, founder and Chairperson of RadioOne, or Robert Johnson, founder of BET. Press releases and associated social media 'buzz' will broaden the message reach. There will also be opportunities for informal discussions between the speaker and selected high potential students and area businesses.

The proposed budget for the inaugural year of the Business Champion Speaker Series is as follows:

Speaker Fees:	\$20,000
Speaker Travel Expenses:	\$ 2,000
Reception:	\$ 3,000
Facility Expense:	\$ 1,000
Marketing:	<u>\$ 3,000</u>
Total	\$29,000

FSU looks forward to the opportunity to continue to work with the Charles Koch Foundation to effect positive change through the promotion of free enterprise and entrepreneurship.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Thursday, December 04, 2014 6:06 PM
To: Young, Jon
Subject: Koch Foundation- Revised Proposal
Attachments: Business Champion Speaker Series- Proposal- Charles Kock Foundation.docx

Jon,
Regrettably, Koch Foundation did not support our earlier proposal to bring a nationally known speaker to the campus at a cost of \$28,000. After a recent discussion with Annie Hsiao, our contact at the Foundation, I would like to submit the attached revised proposal.

Thanks,
Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

Proposal to the Charles Koch Foundation for ‘Business Champion’ Speaker Series

It is well recognized that one of the key underpinnings of any successful strategy to drive economic growth is a mindset of entrepreneurship, individual responsibility, and individual initiative. Arthur Brooks, President of the American Enterprise Institute, points out that “*the record of free enterprise in improving the lives of the poor both here and abroad is spectacular.*” (Wall Street Journal, March 2013) He further argues that “*Entrepreneurship should not [just] be extolled as a path to accumulating wealth but as a celebration of everyday men and women who want to build their own lives*”. In that spirit, the Fayetteville State University School of Business and Economics (SBE) proposes to establish the ‘Business Champion Series’, to feature motivational speakers highlighting the success of minority entrepreneurship.

Our target is to create a series of four major events around entrepreneurial success stories that will each attract 100 students, faculty, and community members. The objective of the series will be to encourage everyone to solve observed challenges by creating new solutions. By promoting this ‘can do’ entrepreneurial mindset, the SBE seeks to inspire those with historically limited opportunities to improve the performance of existing organizations as well as to create innovative new possibilities.

As a leading HBCU and constituent institution of the University of North Carolina system, FSU is well-positioned to attract highly regarded speakers. The SBE’s online MBA program is rated as one of the top 100 in the US by U.S. News and World Report. The SBE’s faculty is rated as one of the top 75 by the Social Science Research Network. With over 700 business school students, and almost 6,000 total students, FSU has a large number of students who could benefit from an effective entrepreneurial message.

To achieve the targeted impact, we are proposing to invite North Carolina-based successful entrepreneurs likely to strike a responsive chord with the FSU community. Examples include:

- Nicholas Perkins, CEO of Perkins Management (institutional food services), and FSU alum
- Don Thompson, CEO of i-Cubed (software and services for the product-development process)
- Leah Brown, CEO of A10 Clinical Solutions (clinical research)
- Rod Brown, COO of OnceLogix (software supporting home-based health care), and HBCU alum

In addition to speaking events, there will be opportunities for informal discussions between the speaker and selected high potential students and area businesses through lunches, receptions, and meetings. Participants at all events will be asked to provide evaluations to help guide future initiatives.

The proposed budget for the inaugural year of the Business Champion Speaker Series is as follows:

Speaker Honorariums:	\$ 4,000
Receptions& lunches:	\$10,000
Facility Expenses:	\$ 5,000
Marketing:	<u>\$ 1,000</u>
Total	\$20,000

FSU looks forward to the opportunity to continue to work with the Charles Koch Foundation to effect positive change through the promotion of free enterprise and entrepreneurship.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Friday, December 05, 2014 5:11 PM
To: Hsiao, Annie
Subject: RE: FSU- Proposal
Attachments: Business Champion Speaker Series- Proposal- Charles Koch Foundation.docx

Hi Annie,

Per our recent telephone conversation, I have attached a proposal for a speaker series for your perusal.

Please do not hesitate to contact me if you require any additional information in support of this request.

Thank you and hope you will have a nice weekend.

Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

-----Original Message-----

From: Hsiao, Annie [<mailto:Annie.Hsiao@charleskochfoundation.org>]
Sent: Monday, November 10, 2014 10:59 AM
To: Tavakoli, Assad
Subject: RE: FSU- Proposal

Assad,

Great to hear from you. Would sometime Friday, Nov 21st work for you instead?

Thanks,
Annie

-----Original Message-----

From: Tavakoli, Assad [<mailto:atavakoli@uncfsu.edu>]
Sent: Monday, November 10, 2014 10:48 AM
To: Hsiao, Annie
Subject: Re: FSU- Proposal

Hi Annie,

I am free next Monday, Nov. 17, anytime after 2:00pm.

Assad

Sent from my iPhone

On Nov 10, 2014, at 9:41 AM, Hsiao, Annie

<Annie.Hsiao@charleskochfoundation.org<<mailto:Annie.Hsiao@charleskochfoundation.org>>> wrote:

Hi Assad—

Thank you again for sending this proposal. Would you have some time later next week to discuss this?

Best,
Annie

From: Tavakoli, Assad [<mailto:atavakoli@uncfsu.edu>]

Sent: Tuesday, October 28, 2014 12:37 PM

To: Hsiao, Annie

Subject: FSU- Proposal

Hi Annie,

Per our recent telephone conversation, attached please find the draft of our proposal to establish an annual speaker series. Please review and let me know of any question or suggestion to revise the proposal.

I also wonder if you have any update regarding your support for our proposal DBA program.

I look forward to hearing from you.

Regards,
Assad

A. A. Tavakoli, Ph.D.

Dean

School of Business & Economics

Fayetteville State University

1200 Murchison Rd

Fayetteville, NC 28301

(910) 672-1267

(910) 672-2046 Fax

Proposal to the Charles Koch Foundation for ‘Business Champion’ Speaker Series

It is well recognized that one of the key underpinnings of any successful strategy to drive economic growth is a mindset of entrepreneurship, individual responsibility, and individual initiative. Arthur Brooks, President of the American Enterprise Institute, points out that “*the record of free enterprise in improving the lives of the poor both here and abroad is spectacular.*” (Wall Street Journal, March 2013) He further argues that “*Entrepreneurship should not [just] be extolled as a path to accumulating wealth but as a celebration of everyday men and women who want to build their own lives*”. In that spirit, the Fayetteville State University School of Business and Economics (SBE) proposes to establish the ‘Business Champion Series’, to feature motivational speakers highlighting the success of minority entrepreneurship.

Our target is to create a series of four major events around entrepreneurial success stories that will each attract 100 students, faculty, and community members. The objective of the series will be to encourage everyone to solve observed challenges by creating new solutions. By promoting this ‘can do’ entrepreneurial mindset, the SBE seeks to inspire those with historically limited opportunities to improve the performance of existing organizations as well as to create innovative new possibilities.

As a leading HBCU and constituent institution of the University of North Carolina system, FSU is well-positioned to attract highly regarded speakers. The SBE’s online MBA program is rated as one of the top 100 in the US by U.S. News and World Report. The SBE’s faculty is rated as one of the top 75 by the Social Science Research Network. With over 700 business school students, and almost 6,000 total students, FSU has a large number of students who could benefit from an effective entrepreneurial message.

To achieve the targeted impact, we are proposing to invite North Carolina-based successful entrepreneurs likely to strike a responsive chord with the FSU community. Examples include:

- Nicholas Perkins, CEO of Perkins Management (institutional food services), and FSU alum
- Don Thompson, CEO of i-Cubed (software and services for the product-development process)
- Leah Brown, CEO of A10 Clinical Solutions (clinical research)
- Rod Brown, COO of OnceLogix (software supporting home-based health care), and HBCU alum

In addition to speaking events, there will be opportunities for informal discussions between the speaker and selected high potential students and area businesses through lunches, receptions, and meetings. Participants at all events will be asked to provide evaluations to help guide future initiatives.

The proposed budget for the inaugural year of the Business Champion Speaker Series is as follows:

Speaker Honorariums:	\$ 4,000
Receptions& lunches:	\$10,000
Facility Expenses:	\$ 5,000
Marketing:	<u>\$ 1,000</u>
Total	\$20,000

FSU looks forward to the opportunity to continue to work with the Charles Koch Foundation to effect positive change through the promotion of free enterprise and entrepreneurship.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Tuesday, December 09, 2014 1:36 PM
To: Hsiao, Annie
Subject: Pre-Proposal- Entrepreneurship Training
Attachments: Faculty Training Proposal 12-8-14.docx

Annie,

Per our recent telephone conversation, I have attached a pre-proposal to offer a faculty development symposium for faculty who teach entrepreneurship and free enterprise courses in HBCU/MSI.

Please let me know if you are interested in receiving a complete proposal.

Thanks,
Assad

A. A. Tavakoli, Ph.D.
Dean
School of Business & Economics
Fayetteville State University
1200 Murchison Rd
Fayetteville, NC 28301
(910) 672-1267
(910) 672-2046 Fax

**Preliminary Proposal to Establish a
Summer Institute for Entrepreneurship and Free Enterprise
At Fayetteville State University**

While instruction in entrepreneurship is flourishing among college campuses across the nation, there is a dearth of college faculty that are teaching the subject from a base of deep research or training. This is largely because there are relatively few Ph.D. programs in entrepreneurship (less than 20 in the U.S.). Many of those who are teaching the subject at the college level have an academic background in business/economics, but not necessarily with a focus on entrepreneurship.

The School of Business and Economics at Fayetteville State University proposes to help address this gap in instructional preparation by implementing a Summer Institute for Entrepreneurship and Free Enterprise. The objective would be to assemble faculty members from around the country who teach entrepreneurship related courses to share best pedagogical practices and theoretical developments. The topics covered would include latest trends in entrepreneurial success factors across various demographic groups, entrepreneurship instruction, and the application of free enterprise principles.

Excellence in entrepreneurship education is likely to have the greatest differential impact on those segments of the population that tend to have the fewest readily available, high potential employment options. Thus, this proposal would focus on reaching and engaging faculty members at HBCU's and other colleges/universities with a significant proportion of students from high poverty communities. These targeted institutions also typically face dual challenges of broad diversity in students' level of academic preparation and highly constrained institutional resources, making this proposed initiative particularly valuable and needed.

The SBE would like to invite approximately 15-20 faculty who teach entrepreneurship related courses to Fayetteville State University for an all-expenses paid, five day symposium on instruction in Entrepreneurship and Free Enterprise. The agenda would include interactive workshops, curriculum development projects, and one day in the field, visiting a successful incubator or entrepreneurial launch pad in the region. The targeted outcome would be faculty members in institutions around the country better prepared to help build entrepreneurial mindsets on their campuses and better prepared to help prospective entrepreneurs acquire the tools necessary for success in creating new possibilities.

It is estimated that the proposed Institute could be implemented for less than \$50,000, including compensation for workshop leaders, other workshop expenses, and travel/lodging expenses for the participants. The SBE invites the Charles Koch Institute to consider sponsorship of this high potential initiative. This learning opportunity for faculty members appears to be well-aligned with the objectives of the Koch philanthropies as it will build the capacity of faculty members serving communities in need to teach the principals of entrepreneurship and free enterprise. We believe that effective entrepreneurship is critical to economic and social transformation in high poverty communities and we look forward to continued collaboration to help achieve that objective.

Please let us know if you would like for us to move forward with a more detailed proposal.

Jenkins, Wanda

From: Young, Jon
Sent: Tuesday, February 03, 2015 7:03 AM
To: Jenkins, Wanda
Cc: Tavakoli, Assad; McElveen, Gregory; Robinson, Terrance
Subject: FW: SBE Innovation & Entrepreneurship Hub-Space Planning Follow-up
Attachments: SBE Innovation Hub v6 2-2-15.pptx

Attorney Jenkins,

The SBE has made the changes requested by the Space Committee. I believe we said we would let the committee vote by email on the revised proposal.

Jon

From: McElveen, Gregory
Sent: Monday, February 02, 2015 6:52 PM
To: Young, Jon
Cc: Tavakoli, Assad
Subject: SBE Innovation & Entrepreneurship Hub-Space Planning Follow-up

Dr. Young,

In follow-up to the January Space Planning Committee meeting, the SBE has received input from the Facilities Dept regarding appropriate designations for two rooms in the proposed SBE space plan that required further clarification. Attached is a revised plan for the SBE's proposed Innovation and Entrepreneurship Hub that reflects the clarified room designations. The plan also incorporates the other recommendations made by the Committee, including:

- 1) Eliminate reference to proposed room uses if funding is not at least partially secured
 - no reference to prototype center with 3D printer
 - no reference to tech transfer coordinator (Dr. Ila has been talking about housing a tech transfer coordinator and prototype center in one of the Science buildings)
- 2) Eliminate reference to Koch Foundation as potential source of matching funds for WT Brown Endowed Chair
- 3) Eliminate reference to Executive in Residence and SCORE—change to Adjunct Faculty Office
- 4) Change SBE 251 from Computer Lab to a more appropriate designation to be recommended by Facilities. After conversations with UNC-GA, Facilities has determined that the appropriate name is Student Services Workroom
- 5) Change designation of SBE 247 from Smart Classroom to a more appropriate designation. After conversations with UNC-GA, Facilities has determined that the appropriate name is Student Services Meeting Room.

Please let us know if any further changes are suggested.

Thank you.

Greg

SBE Innovation & Entrepreneurship Hub Overview

I. Objectives

- A. Promote and facilitate entrepreneurship—throughout the campus and throughout the region
- B. Create a student friendly work space – enhancing retention by making it easier for students to work together and complete assignments

II. Proposed Space Utilization

A. Entrepreneurship Support

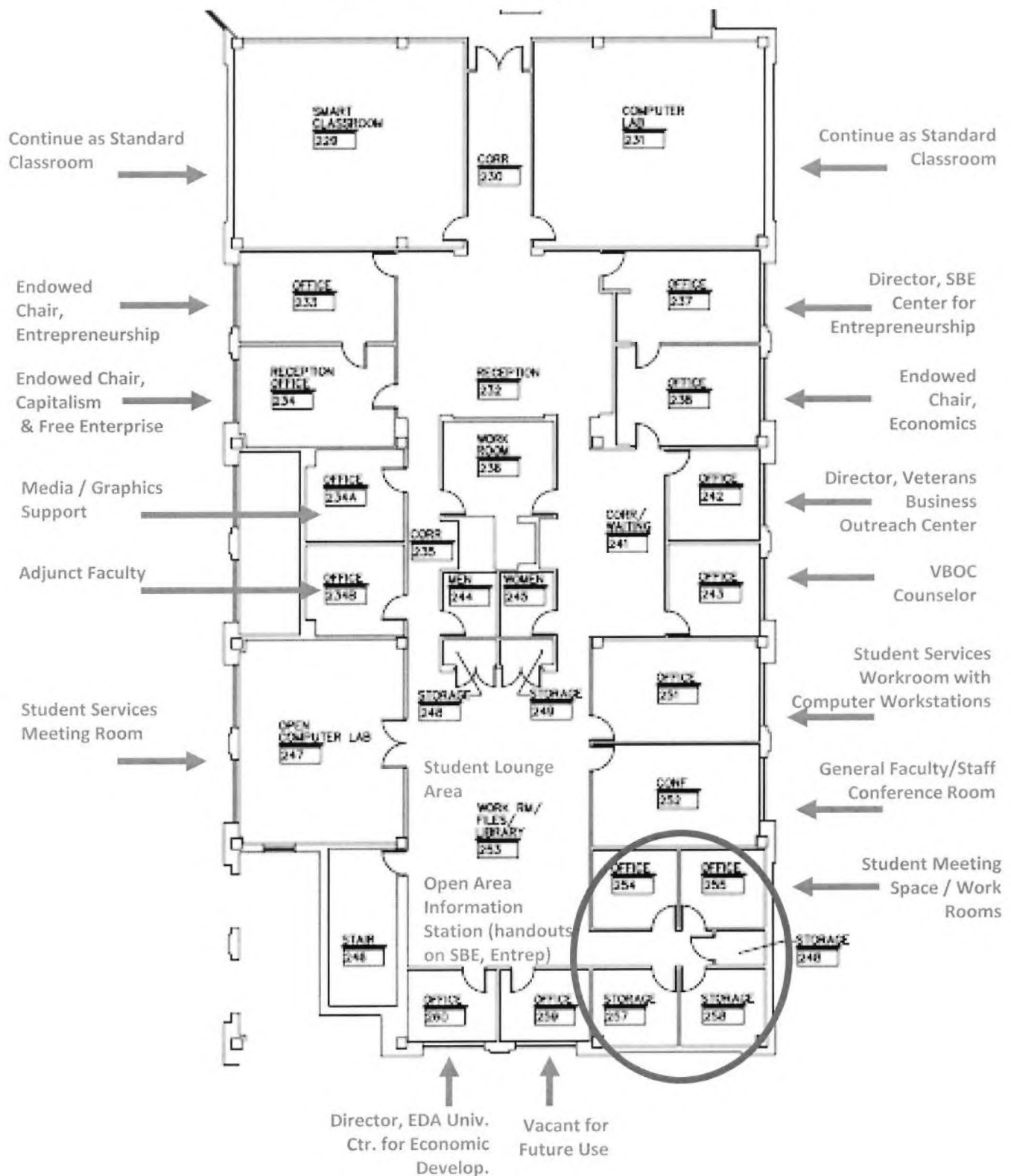
- 1) Entrepreneurship–related faculty (four offices)
- 2) Veteran’s Business Outreach Center (two offices, to move from SBE 130)*
- 3) Economic Development Administration-funded University Center for Economic Development (one office, to move from SBE 348)
- 4) Information Station, with handouts relating to entrepreneurship

B. Student Support

- 1) Create study rooms for students to meet and to work
- 2) Add computers and printer(s) to enhance student productivity
- 3) Include attractive, comfortable open student lounge area
- 4) Provide co-working environment, in which emerging entrepreneurs (students, staff, and community members) may be able to meet, network, and collaborate.

* Note: Summer School and Continuing Education offices will move to the offices currently occupied by the VBOC on the first floor of the SBE

School of Business and Economics Innovation & Entrepreneurship Hub



SBE Innovation & Entrepreneurship Hub Background Information

I. Faculty to occupy designated hub space

- A. Two Positions Already Filled for 2015-16, already in space
 - 1) Endowed Chair, Entrepreneurship (Dr. Steven Phelan, SBE 233)
 - 2) SBE Media / Graphics Support (Ms. M. Taro, SBE 234A)
- B. Two Funded Positions already in space, but need to be replaced for 2015-16 due to resignations:
 - 1) Hackley Endowed Chair for the Study of Capitalism and Free Enterprise (SBE 234)
 - 2) Director of the proposed Center for Entrepreneurship (SBE 237)
- C. Position for which Funding in Process: WT Brown Endowed Chair of Economics (SBE 238)
 - 1) \$500,000 endowment has been awarded by UNC-GA
 - 2) Fundraising for matching funds in process

II. Student Services Resources: Utilization Logistics

- a) Four student work rooms are available
 - i. Two rooms will be first come, first served (SBE 257 & SBE 258)
 - ii. Two rooms will be reserved based on a sign-up process, with provisions made for recurring meetings (SBE 254 & SBE 255)
- b) Conference room space to be reserved based on sign-up process (SBE 252)
- c) Student services workroom resources will be first come, first served (SBE 251)
- d) Overall coordination and entrepreneurial program development to be provided by the Director of the proposed Center for Entrepreneurship

Jenkins, Wanda

From: Phelan, Steven
Sent: Tuesday, March 03, 2015 11:03 AM
To: Brown, J. Lee; McElveen, Gregory
Cc: Tavakoli, Assad
Subject: Re: Summer Entrepreneurship Institute
Attachments: Synopsis-Summer Institute for Entrepreneurship and Free Enterprise - Phelan Edits.docx

Here are my edits on the synopsis...

From: <Brown>, "J. Lee" <jbrown84@uncfsu.edu>
Date: Monday, March 2, 2015 at 9:56 PM
To: "McElveen, Gregory" <gmcelvee@uncfsu.edu>, Steven Phelan <sphelan@uncfsu.edu>
Cc: "Tavakoli, Assad" <atavakoli@uncfsu.edu>
Subject: RE: Summer Entrepreneurship Institute

Hi Greg, I think you make a compelling argument for the workshop. However, I've made a couple of comments on both documents that maybe helpful. At the very least, it gives you comments from a different perspective.

Best,
Lee

J. Lee Brown III, PhD
Assistant Chair
Management, Marketing & Entrepreneurship
Fayetteville State University
(910)672-1592
Jbrown84@uncfsu.edu
Follow DocBrown on twitter: *@phdsm2012*

From: McElveen, Gregory
Sent: Monday, March 2, 2015 3:38 PM
To: Brown, J. Lee; Phelan, Steven
Cc: Tavakoli, Assad
Subject: Summer Entrepreneurship Institute

Hello Lee & Steve,

Attached is a first pass synopsis of the proposed Summer Institute for Entrepreneurship and Free Enterprise. Also attached is the original summary description of the program that was provided to the Koch Foundation.

Please review and give me your suggestions for how you would modify the synopsis. Our target is to provide an initial response to the Koch Foundation by Wednesday of this week, so any feedback you can provide by tomorrow would be much appreciated.

Thanks much.

Greg

Summer Institute for Entrepreneurship and Free Enterprise

Program Overview.

Fayetteville State University's (FSU) proposed Summer Institute for Entrepreneurship and Free Enterprise (SIFEFE) is a three-day symposium on best pedagogical practices and success stories in the field of Entrepreneurship, with a focus on Entrepreneurship in minority / low income communities. Program participants will gain insights on proven strategies to successfully teach and reinforce an entrepreneurial mindset on college campuses, and will examine case studies and empirical research on the impact of entrepreneurship in addressing poverty and creating new opportunities for those with limited employment options. Because these issues are particularly relevant for a high proportion of HBCU constituents, there will be a focus on inviting the participation of HBCU faculty members responsible for teaching entrepreneurship on their respective campuses. Proposed launch is Summer, 2016.

Program Structure

- Workshop topics
 - Successful entrepreneurship teaching strategies
 - Co-Curricular activities
 - Entrepreneurship as solution for low income communities
 - Success stories-what is possible
 - Potential field visit to successful entrepreneurial launchpad
 - Symposium on Free-Enterprise Entrepreneurship (Discussion of Mises, 2007; Baumol, 1990; Minnitti, 2008; Friedman, 1970; etc.)
- Instructors (illustrative)
 - Dr. Steven Phelan, Distinguished Professor of Entrepreneurship, Fayetteville State University
 - Dr. Lee Brown, Assistant Professor of Management, Fayetteville State University (research on corporate innovation),
 - Dr. Melinda Harris-Peoples, Norfolk State University (research on African-American entrepreneurship students)
 - Dr. Zoltan Acs, Director, Center for Entrepreneurship, George Mason University (research on entrepreneurship in low income communities)
 - Andrea Harris, co-founder, NC Institute for Minority Economic Development
 - Jim Kitchen, Founder, UNC Student Venture Incubator
 - Kimble Byrd, Professor & Founder of \$5m Rowan Venture Fund
 - Dr dt Ogilvie, Professor & former dean, Rochester University, founder of Rutgers Center for Urban Entrepreneurship & Economic Development (CUEED)
 - Dr. Jeffrey Robinson, Academic Director, CUEED
- Venue
 - Fayetteville State University
 - Will use attractive, newly opened, multi-purpose meeting space
- Participants
 - Propose funding be made available for 15 HBCU faculty members-with-entrepreneurship teaching responsibilities, to be awarded after a competitive application process. Preference will be given to prospective or new instructors in entrepreneurship or innovation-related fields.

Comment [LB1]: It was my understanding that at the core of the foundation ideals is promotion of free enterprise. It might be appropriate to dedicate a portion of the workshop to a conversation of the seminal papers from that discipline.

- Up to 10 additional spots to be made available for any other interested individuals

Outcomes

- Enhanced campus commitment to the objective of teaching entrepreneurial principals
- Improved effectiveness in entrepreneurship education
- Growth in successful entrepreneurship in low income / predominantly minority communities

Jenkins, Wanda

From: McElveen, Gregory
Sent: Wednesday, March 04, 2015 3:37 PM
To: Phelan, Steven; Brown, J. Lee
Cc: Tavakoli, Assad; Jackson, Pamela
Subject: Summer Entrepreneurship Institute Proposal
Attachments: Synopsis-Summer Institute for Entrepreneurship - 3-4-15.docx

Thank you Lee and Steve for your input on the first draft of the Synopsis requested by the Koch Foundation for our proposed Summer Institute for Entrepreneurship and Free Enterprise.

Attached is a revised draft which also provides more background elaboration.

Please let me know if you have any further suggestions.

Summer Institute for Entrepreneurship and Free Enterprise

Program Overview

Fayetteville State University's (FSU) proposed Summer Institute for Entrepreneurship and Free Enterprise (SIFEFE) is a three-day symposium on best practices to create and promote an entrepreneurial mindset among college students from minority and low income communities. Workshops will be led by well-respected faculty from FSU and other universities with demonstrated expertise in entrepreneurship education. There will be a focus on sharing successful, practical pedagogical and programmatic strategies that have had a demonstrated impact in promoting a mindset of entrepreneurship and free enterprise among students. In addition, the agenda will include empirical research on the impact of entrepreneurship and free enterprise principals in addressing issues of poverty and constrained opportunities. Proposed launch is Summer, 2016.

Background

Research has shown that entrepreneurship education not only enhances the likelihood of successful new ventures by participating students, but also enhances subsequent career success and income generation in non-start-up environments (see for example *Impact of Entrepreneurship Education* by the Kauffman Foundation). Recognizing the importance of an entrepreneurial mindset in helping the students and community we serve, FSU has established an extensive institutional support structure to assist students and community members in creating new opportunities and adding value. For example, to support entrepreneurial endeavors, Fayetteville State University has in place:

- Two dedicated entrepreneurship faculty members
- SBA-funded Small Business Technology Development Center
- SBA-funded Veteran's Business Outreach Center
- EDA-funded University Center for Economic Development
- An Innovation and Entrepreneurship Hub with group work space and co-located expertise, soon to include 3D printing capabilities
- Marketing and Entrepreneurship Student Club
- Campus-wide Bronco Idea Challenge awarding prizes for new business ideas
- Youth Entrepreneurship Conference for area high school students
- A record of faculty support for award-winning student business plans entered in regional and national business plan competitions

With the assistance of the Koch Foundation, FSU would like to build upon the experience of our faculty and other leaders in the field. Our objective is to enable our university and others to accelerate progress in empowering success among high potential students in need of support.

Program Structure

- Workshops will be designed to be highly engaging and interactive, delivering strategies and ideas that can be readily adopted by other institutions. Illustrative topics will include:
 - Successful entrepreneurship teaching strategies, including games and simulations
 - Creating experiential learning through co-curricular activities
 - Fostering creativity and innovation
 - Culturally relevant strategies to connect with students from diverse backgrounds
 - Entrepreneurship as solution for low income communities
 - Potential field visit to successful entrepreneurial launchpad
 - Discussion of seminal research on the role of Free-Enterprise Entrepreneurship

- Instructors will be respected authorities from FSU and other universities. While no invitations have yet been extended pending confirmation of funding, the following are illustrative of the faculty members that we anticipate to invite:
 - Dr. Steven Phelan, Distinguished Professor of Entrepreneurship, Fayetteville State University
 - Dr. Lee Brown, Assistant Professor of Management, Fayetteville State University (research on corporate innovation),
 - Dr. Melinda Harris-Peoples, Norfolk State University (research on African-American entrepreneurship students)
 - Dr. Zoltan Acs, Director, Center for Entrepreneurship, George Mason University (research on entrepreneurship in low income communities)
 - Dr. Ted Zoller, Director, Center for Entrepreneurial Studies, UNC-Chapel Hill
 - Dr. Kimble Byrd, Professor & Founder of \$5m Rowan Venture Fund
 - Dr. dt Ogilvie, Professor & former dean, Rochester Institute of Technology, founder of Rutgers Center for Urban Entrepreneurship & Economic Development (CUEED)
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- Venue
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 - Will use attractive, newly opened, multi-purpose meeting space
- Participants
 - Propose funding be made available for 15 HBCU faculty members, to be awarded after a competitive application process. Preference will be given to prospective or new instructors in entrepreneurship or innovation-related fields.
 - Up to 10 additional spots to be made available for any other interested individuals

Outcomes

- Enhanced efficacy in teaching principals of entrepreneurship and free enterprise
- Expanded entrepreneurial mindset among students and faculty
- Growth in successful entrepreneurship in low income / predominantly minority communities

Jenkins, Wanda

From: McElveen, Gregory
Sent: Monday, March 30, 2015 5:55 PM
To: Tavakoli, Assad; Dent, Eric; Brown, J. Lee
Subject: Revised Koch Proposal
Attachments: Synopsis-Summer Institute for Entrepreneurship - 3-30-15.docx

Attached is a revised draft of the proposal for the summer entrepreneurship institute.

I will add a proposed budget tomorrow.

Thanks

Greg

Summer Institute for Entrepreneurship and Free Enterprise

Background

While instruction in entrepreneurship is flourishing among college campuses across the nation, there are relatively few programs that prepare faculty to teach entrepreneurship. As of 2013 there were over 9,000 faculty members teaching entrepreneurship courses to 400,000 students in the United States¹. Despite this high level of interest, the Association to Advance Collegiate Schools of Business (AACSB) lists only five AACSB-accredited universities in the United States that offer PhD degrees in Entrepreneurship. Academic conferences on the topic of Entrepreneurship tend to focus primarily on the theory of entrepreneurship rather than the pedagogy.

Many business schools seek to overcome this gap in formal academic preparation in Entrepreneurship instruction by hiring from a very limited pool of faculty that have demonstrated experience in starting and running companies, and that have also demonstrated academic capabilities through doctorates earned in other fields. However, most faculty members teaching entrepreneurship are not able to draw upon past records of success in creating and managing new ventures. Nor do they have doctorate degrees in Entrepreneurship. Because of this lack of depth in instructional faculty, college level entrepreneurship courses often tend to be taught at a very surface level, focusing on such topics as the mechanics of creating a business plan, while missing more fundamental elements associated with a successful entrepreneurial mindset.

As noted in a 2013 study of best practices in college entrepreneurship education, *Entrepreneurship education has to integrate instructional opportunities across disciplines and departments; it must respond in real time to needs of students who are themselves responding to real-world input; it thrives in close partnership with the community and the commercial world; and it aims to spawn a mindset that prizes practical innovation and personal risk taking*². Success in creating new ventures and implementing new innovations thus typically requires much more than a sound business plan. Success requires an entrepreneurial mindset-- the power of coming up with creative new ideas, analyzing possibilities, and taking the initiative to follow through with passion, diligence, and resiliency. Entrepreneurship and free enterprise principles can be particularly important for students from low income minority communities, as often their opportunities to pursue alternative employment paths leading to significant career advancement are limited.

Fayetteville State University Proposal

Fayetteville State University School of Business and Economics (SBE) has had success in attracting faculty with prior entrepreneurship experience and academic preparation, and has pursued initiatives to promote an entrepreneurial mindset throughout the university. The SBE proposes to build on the success of FSU and other universities to assist faculty from around the nation in building an entrepreneurial mindset across their campuses. We propose to launch an annual, three-day Summer Institute for Entrepreneurship and Free Enterprise, beginning the Summer of 2016. While many of the principles taught in the symposium will have broad applicability, the focus will be on identifying and

¹ "Entrepreneurism comes of age on the college campus", 2013, Ewing and Marion Kauffman Foundation, p.1

² "Entrepreneurism comes of age on the college campus", 2013, Ewing and Marion Kauffman Foundation, p. 11

disseminating best practice curriculum and pedagogical approaches to increase the entrepreneurial capacity of students from underrepresented minority communities.

One of the most significant challenges of would be entrepreneurs from low income minority families is low expectations, with very limited understanding of their potential ability to create new possibilities. Our symposium will include elements to assist faculty in boosting their students' entrepreneurial spirit and their willingness to try. Another common challenge for students from underrepresented minorities is highly constrained access to capital. Lean startup principles championed by such authors as Eric Ries can be used to teach students how to minimize initial development time and associated start-up capital. Our symposium will assist faculty members in incorporating these and other principles in entrepreneurship courses.

Workshops offered during this faculty symposium will be designed to be highly engaging and interactive, delivering strategies that can be readily adopted by other institutions.

Topics to be covered will include:

- Lean startups
- Success stories / case studies
- Successful entrepreneurship teaching strategies, including games and simulations
- Creating experiential learning through co-curricular activities
- Fostering creativity and innovation
- Culturally relevant strategies to connect with students from diverse backgrounds
- Entrepreneurship as solution for low income communities
- Potential field visit to successful entrepreneurial launchpad
- Discussion of seminal research on the role of Free-Enterprise Entrepreneurship

Instructors will be respected authorities from FSU and other universities. FSU symposium leaders will include such faculty members as Dr. Steven Phelan, Distinguished Professor of Entrepreneurship and Dr. Lee Brown, Assistant Professor of Management (Dr. Brown has done significant research on corporate innovation). While we are not yet in a position to name specific workshop leaders from other universities, in preliminary conversations with faculty members from other institutions, we have identified several well-regarded individuals who may be interested in symposium leadership.

FSU has surveyed the landscape and found that there are no other programs attempting to improve the capacity of universities to teach entrepreneurship in a way that can be particularly effective for low income minority communities. Initial queries have also confirmed significant interest among current faculty members charged with teaching entrepreneurship as well among business Ph.D. students interested in being prepared for entrepreneurship teaching opportunities.

We propose that funding be made available through this Koch Foundation grant for 20 faculty members and/or PhD students, to be awarded after a competitive application process. Preference will be given to prospective or new instructors in entrepreneurship or innovation-related fields. In addition, up to 10 additional spots will be made available for any other interested faculty members, at the expense of those faculty members.

Fayetteville State University Entrepreneurship Qualifications

Recognizing the importance of an entrepreneurial mindset in helping the students and community we serve, FSU has established an extensive institutional support structure to assist students and community members in creating new opportunities and adding value. Fayetteville State University resources and initiatives include:

- Two dedicated entrepreneurship faculty members
- SBA-funded Small Business Technology Development Center, which assisted over 4,000 businesses in the 2013-14 academic year
- SBA-funded Veteran's Business Outreach Center, which last year offered counseling services to 1414 veterans and spouses and sponsored 95 training events attended by 1,603 participants
- EDA-funded University Center for Economic Development, serving as a comprehensive information clearinghouse linking small businesses with the resources, and technical assistance to help them introduce new products, win new contracts, improve efficiency, and create jobs
- An Innovation and Entrepreneurship Hub with group work space and co-located expertise, soon to include 3D printing capabilities
- Campus-wide Bronco Idea Challenge awarding prizes for new business ideas from students throughout the university
- Annual Youth Entrepreneurship Conference for area high school students, typically attended by 500 participants
- A record of faculty support for award-winning student business plans entered in regional and national business plan competitions

Outcomes

Our objective is to assist faculty interested in entrepreneurship in minority communities in empowering success among students with typically low expectations and limited resources. We believe that one of the best ways to prepare students for productive careers—no matter what arena they pursue—is to help them build an entrepreneurial mindset. For with an entrepreneurial bias toward identifying opportunities and creating solutions, students can be successful in any career field. With the assistance of the Koch Foundation, FSU would like to build upon our experience in the field of Entrepreneurship and Free Enterprise and to share best practices with other faculty members. The outcomes will include:

- Enhanced efficacy in teaching principals of entrepreneurship and free enterprise
- Expanded entrepreneurial mindset among students and faculty
- Growth in successful entrepreneurship in low income / predominantly minority communities.

We look forward to the opportunity to work with the Koch Foundation to achieve this vision.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Sunday, April 05, 2015 11:16 AM
To: Annie.Hsiao@charleskochfoundation.org
Subject: FSU- Proposal
Attachments: FSU-Summer Institute for Entrepreneurship - 4-3-15.docx

Hi Annie,

Hope all is well. I have attached our proposal to offer a summer institute for the training of faculty in HBCU/MSI in the area of entrepreneurship and free enterprise.

Please let me know if you require any additional information.

Regards,
Assad

A.A. Tavakoli, Ph.D.
Dean
School of Business and Economics
Fayetteville State university
(910) 672-1527
atavakoli@uncfsu.edu
www.uncfsu.edu/sbe

Proposal
Summer Institute for Entrepreneurship and Free Enterprise
Presented to: Charles Koch Foundation
Fayetteville State University
April 2015

Background

While instruction in entrepreneurship is flourishing among college campuses across the nation, there are relatively few programs that prepare faculty to teach entrepreneurship. As of 2013 there were over 9,000 faculty members teaching entrepreneurship courses to 400,000 students in the United States¹. Despite this high level of interest, the Association to Advance Collegiate Schools of Business (AACSB) lists only five AACSB-accredited universities in the United States that offer PhD degrees in Entrepreneurship. Academic conferences on the topic of Entrepreneurship tend to focus primarily on the theory of entrepreneurship rather than the pedagogy.

Many business schools seek to overcome this gap in formal academic preparation in Entrepreneurship instruction by hiring from a very limited pool of faculty that have demonstrated experience in starting and running companies, and that have also demonstrated academic capabilities through doctorates earned in other fields. However, most faculty members teaching entrepreneurship are not able to draw upon past records of success in creating and managing new ventures. Nor do they have doctorate degrees in Entrepreneurship. Because of this lack of depth in instructional faculty, college level entrepreneurship courses often tend to be taught at a very surface level, focusing on such topics as the mechanics of creating a business plan, while missing more fundamental elements associated with a successful entrepreneurial mindset.

As noted in a 2013 study of best practices in college entrepreneurship education, *Entrepreneurship education has to integrate instructional opportunities across disciplines and departments; it must respond in real time to needs of students who are themselves responding to real-world input; it thrives in close partnership with the community and the commercial world; and it aims to spawn a mindset that prizes practical innovation and personal risk taking*². Success in creating new ventures and implementing new innovations thus typically requires much more than a sound business plan. Success requires an entrepreneurial mindset-- the power of coming up with creative new ideas, analyzing possibilities, and taking the initiative to follow through with passion, diligence, and resiliency. Entrepreneurship and free enterprise principles can be particularly important for students from low income minority communities, as often their opportunities to pursue alternative employment paths leading to significant career advancement are limited.

Fayetteville State University Proposal

Fayetteville State University School of Business and Economics (SBE) has had success in attracting faculty with prior entrepreneurship experience and academic preparation, and has pursued initiatives to promote an entrepreneurial mindset throughout the university. The SBE proposes to build on the

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success of FSU and other universities to assist faculty from around the nation in building an entrepreneurial mindset across their campuses. We propose to launch an annual, three-day Summer Institute for Entrepreneurship and Free Enterprise, beginning the summer of 2016. While many of the principles taught in the symposium will have broad applicability, the focus will be on identifying and disseminating best practice curriculum and pedagogical approaches to increase the entrepreneurial capacity of students from underrepresented minority communities.

One of the most significant challenges would be entrepreneurs from low income minority families is low expectations, with very limited understanding of their potential ability to create new possibilities. Our symposium will include elements to assist faculty in boosting their students' entrepreneurial spirit and their willingness to try. Another common challenge for students from underrepresented minorities is highly constrained access to capital. Lean startup principles championed by such authors as Eric Ries can be used to teach students how to minimize initial development time and associated start-up capital. Our symposium will assist faculty members in incorporating these and other principles in entrepreneurship courses.

Workshops offered during this faculty symposium will be designed to be highly engaging and interactive, delivering strategies that can be readily adopted by other institutions.

Topics to be covered will include:

- Successful entrepreneurship teaching strategies, including games and simulations
- Creating experiential learning through co-curricular activities
- Fostering creativity and innovation
- Culturally relevant strategies to connect with students from diverse backgrounds
- Entrepreneurship as solution for low income communities
- Potential field visit to successful entrepreneurial Launchpad
- Discussion of seminal research on the role of Free-Enterprise Entrepreneurship
- Lean startups
- Success stories / case studies

Instructors will be respected authorities from FSU and other universities. FSU symposium leaders will include such faculty members as Dr. Steven Phelan, Distinguished Professor of Entrepreneurship and two new entrepreneurship faculty who will join us in fall 2015. While we are not yet in a position to name specific workshop leaders from other universities, in preliminary conversations with faculty members from other institutions, we have identified several well-regarded individuals who may be interested in symposium leadership.

FSU has surveyed the landscape and found that there are no other programs attempting to improve the capacity of universities to teach entrepreneurship in a way that can be particularly effective for low income minority communities. Initial queries have also confirmed significant interest among current faculty members charged with teaching entrepreneurship as well among business Ph.D. students interested in being prepared for entrepreneurship teaching opportunities.

We propose that funding be made available through this Koch Foundation grant for 20 faculty members and/or PhD students, to be awarded after a competitive application process. Preference will be given to prospective or new instructors in entrepreneurship or innovation-related fields. In addition, up to 10 additional spots will be made available for any other interested faculty members, at the expense of those faculty members.

Fayetteville State University Entrepreneurship Qualifications

Recognizing the importance of an entrepreneurial mindset in helping the students and community we serve, FSU has established an extensive institutional support structure to assist students and community members in creating new opportunities and adding value. Fayetteville State University resources and initiatives include:

- Three dedicated entrepreneurship faculty members
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- Enhanced efficacy in teaching principals of entrepreneurship and free enterprise
- Expanded entrepreneurial mindset among students and faculty
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Budget

The estimated budget for this symposium is \$42,000 (details will be provided upon request)

We look forward to the opportunity to work with the Koch Foundation to achieve this vision.

Jenkins, Wanda

From: Tavakoli, Assad
Sent: Thursday, May 07, 2015 11:12 AM
To: Annie.Hsiao@charleskochfoundation.org
Subject: FW: FSU- Proposal
Attachments: FSU-Summer Institute for Entrepreneurship - 4-3-15.docx

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